



**2010 FIFA World Cup  
Organising Committee South Africa**

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**2010 FIFA World Cup  
Organising Committee South Africa Directors**

Dr I Khoza (Chairman) Dr D Jordaan (CEO) Mr K Bekker Mr R Hack Prof M Katz Mr K Lebenya Mr M Mahomed Mr PJ Moleketi  
Mr K Motaung Mr C Nqakula Dr M Oliphant (SAFA President) Mr Aziz Pahad (Alternate Director) Dr EG Pahad Mr J Radebe  
Mr T Sexwale Rev M Stoffie Ms A Tschilas Mr S Mufamadi Mr S Nathan Mr Z Vavi Dr Nkosazana Dlamini-Zuma

2010 FIFA World Cup Organising Committee South Africa (Association Incorporated Under Section 21) (Registration Number 2005/029945/08)  
is a non-profit legal entity governed by South African law tasked with the responsibility of organizing, staging and hosting the 2010 FIFA World Cup™

2010 FIFA  
The Local Organising Committee  
76 Nasrec  
NASREC  
Johannesburg

Date: Wednesday, 11 March 2009

## **TENDER RFQ&I FCC15: RECRUITMENT OF EVENT STEWARDS AND MANAGEMENT BLOEMFONTEIN**

We thank you for the opportunity to submit the completed tender documents and updated information regarding our joint venture companies. We decided to wrap our tender with the South African national flag as we deem this Confederation Cup a very special occasion and in fact history in the making.

Included in our submission kindly find a corporate DVD of the Lead member, to enable you to view and appreciate the company capabilities, national footprint, training and related services visually. We implore you to view the DVD, as it will visually provide you with most answers and information you may have in respect to our capabilities.

We believe in long term relationships enabling us to learn our client's specific needs and matching it with our specialised solutions on offer. We believe it is best practice to understand our client's environment and to formulate suitable strategies and customised solutions that will enhance the capability and performance of our client. Each solution is based on tried and tested safety and security principles that we customise for each of our valued clients.

Our safety, event security, recruitment and training experience is extensive and we have a national SASSETA accredited footprint of 12 Training Centres. We pride ourselves in our reputation of pioneering new and innovative projects for example when we were tasked by SASSETA in 2005 to pilot the first NQF 3 (learnership) National Certificate in General Security Practices for the Security Industry, where 500 learners were enrolled.

We comply with all legislative requirements and prices tendered are in accordance with the current Sectoral wage determination 6 – Security Services (S.A. Government Gazette regulation 29188, 1 September 2006). It is FIXED for the period from 01 September 2008 till 31 August 2009, where after Statutory, Sectoral Rate and CPIX Increases will be applicable on 1 September 2009.

Our national infrastructure, track record, and expertise within the consortium partners will enable the FIFA Organising Committee to host a successful 2009 Confederation Cup. We believe in providing a customised integrated solution to our clients and will advise them according to latest trends, best practices and sound Industry norms. We provide a number of services some of which are:

### **Guarding Services**

- Armed Security Officers
- Event Safety and security solutions
- Aviation Security

- Banking Security
- Business Park Security
- Gaming & Casino Security
- Industrial Security
- Mining Security
- N.K. P. Security
- Pension Security
- Residential Estate Security
- Retail Security
- Event co-ordination
- VIP Body guarding
- Recruitment and training solutions
- Consultancy services to clients

#### Reaction Services

- Access Control System
- Alarms
- CCTV
- Electric Fencing
- Installations
- Remote Monitoring
- Technical Services
- Control room operations

#### Training & Development

- Learnership Management
- Research & development of training needs
- Skills Development Facilitation
- Specialised Training Courses
- Development and customization of courses
- Consultancy services to SASSETA

#### Risk Analysis

- Investigations
- Site Evaluations and risk assessments
- Truth Verification

We would like to take this opportunity to give you a brief overview of some of the value added services we have pioneered and currently provide.

#### “VALUE ADDED”

- **Flat Management Structure.** We have always appreciated and practiced hands-on-Management involvement and accordingly run and intend to continue to participate actively in your operations.
  - Attendance at weekly meetings of the management headed by the Regional or General Manager, and as required and when required the director of National Operations Mr. Leon Bartmann.
  - After hours visits are undertaken by the team of off-site Managers who perform these duties on a roster basis and in support of the dedicated Management team.

➤ **Fidelity Security Services Logistics**

- 55 Branches and Depots
- 30 114 Staff Employed Nationally
- 6 773 Fire Arms
- 14 356 Radio's and extensive communications network
- Specialised armoured vehicles
- Fleet of 1 474 Vehicles
- 23 SASSETA registered assessors and trainers
- 30 UK Trained Stewarding facilitators

➤ **SAPS / Emergency services relationship.** Created over many years of working together a special relationship whereby information on criminal activities and criminal trends is readily forthcoming enabling Fidelity Security Services to respond accordingly. Our participation at relevant Police forums and initiatives has enhanced this bond.

➤ **Public Liability Insurance.** We have appended our extensive liability cover elsewhere for your perusal. Suffice to indicate that we have a 60 million Rand cover in place to protect you and us.

➤ **ISO and Internal Audit Program.** Our service is audited on an annual basis by an external auditor as well as a member of our internal audit team quarterly audits. Recommendations and findings are submitted as a matter of course to you.

I'm sure that you will agree that we walk *the Extra Mile in Providing a Total Event Safety and Security Solution.*

We would like to take this opportunity also to give you a brief overview of the developments that had taken place within our Consortium and wishes to share with you the exciting changes that took place.

**The Fidelity Services Group**

The Fidelity Services Group from small beginnings developed into the largest security and cleaning group of companies in South Africa, employing some 30 114 people and operating from 55 branches, not only within South Africa but also Mozambique, Botswana, Namibia, Swaziland and Lesotho. The hallmark of the Fidelity Services Group was the absolute commitment to corporate governance, the development of a national logistical infrastructure supported by a Quality management program verified by external and internal ISO 9000/2000 auditors.

The acquisition of Springbok Security ensured the input and knowledge as well as industry know-how and hands on expertise of the famous Bartmann family. The combination of the corporate structure and the hands on culture of the Bartmann family resulted in a very high growth rate. Although the group boasted several successful black economic empowerment initiatives, which over a number of years contributed to the success of the group, the Board explored many ways of enabling outside black entrepreneurs the opportunity of buying into the group. The third string to our bow was added when it was finally agreed that the group would "un-bundle", creating three individual operating companies specializing in each of their core businesses that is cash-in-transit, cleaning and guarding.



The Fidelity Services Group dissolved enabling more meaningful BEE participation in that BEE entrepreneurs were afforded the opportunity to purchase shares and invest in each company. Khulani Holdings, a 100% BEE owned company with whom the Fidelity Services Group have had a successful business relationship since 1997 now owns 25.54 % of the new company. New Seasons, also a 100 % BEE owned enterprise owns 25.5%. In addition a Management and Employee Share Trust and RMB Corvest contribute to a further 2.45% BEE participation. There is some continuity in terms of Corvest and Robert Dickerson from the old Fidelity Services Group staying on board, albeit with reduced equity.

The new guarding company, Fidelity Security Services, having adapted to the new challenges and business environment will continue to work and achieve success due to the fundamentals and inherited strengths handed down by the Fidelity Services Group, the know-how and experience brought by the Bartmann family, coupled with the injection of talented BEE businessmen. We boast a manpower count in excess of 30 000 men enabling us to lay claim to being the largest guarding company in the country.

We however intend to expand on existing operations and move the company to a new level of service delivery. An important achievement within our BEE initiatives was the recent awarding of an AA rating by the renowned rating agency Empowerdex. This underscores and confirms independently the strides made by us in promoting broad-based black empowerment. We have attached for your information and BEE procurement requirements the final EMPOWERDEX BEE rating report relating to the newly formed company, Fidelity Security Services (Pty) Ltd.

During 2004 we were invited by the Security Company that provides the stewards for the Chelsea, Fulham and Wembley football clubs and attended an extensive tour on how the match day operations are conducted. We identified key individuals that have the necessary expertise to assist us with hands-on interventions for training, Stewarding co-ordination and management of the event and have included their respective portfolios and CV's.

## **Event Partners SA**

Event Partners SA is a company that is proudly South African and is headed up by Mr. Khaya Njo, who is renowned within sporting circles and who was actively involved in the formation of the South African National Sports Commission.

Event Partners SA realised the lack of adequate crowd and spectator management following the Ellis Park tragedy. It is against this background that Events Partners SA forged a relationship with Polar Productions, in the United Kingdom to address the identified shortcoming. This new association resulted in a visit from the UK to South Africa whereby a meeting was set up with SA Sport Administrators to discuss matters pertaining to safety and Stewarding best practices, this meeting was attended by: Mr. Danny Jordan (CEO of SAFA and LOC), Dr. Ali Backer, Mr. Gideon Sam, Mr. Banele Sindani, Mr. Leonard Chueni and Songezo Nayo.

Event Partners SA and Symonds (UK based company) established a working relationship and managed to secure funding from the British Government to train the first Event Stewards via this initiative. The training was conducted by Mr. Richard Limb (see attached profile) and more than 120 facilitators were successfully trained and accredited via the UK based Symonds company. The training was approved by the Department of Sport in South Africa.

Event partners SA has long been involved in the development of learning resource material and have trained various Stewards in event skills and occupational health and safety

aspects. Symonds has been incorporated with Capita and is now known as Capita Symonds, who is a network associate of Event Partners SA. Although Capita Symonds is not a Joint Venture partner we deemed it fit to include a comprehensive company profile, financial statements, CV's and Tax clearance certificate as some services may be sub-contracted to them via Event Partners SA (reference to par 1.5.16.6 of the general information and terms and conditions of this tender document).

This Consortium is very passionate about the safety and security of the Confederation Cup and we pride ourselves with our ability to be flexible in the application of required expertise and turn key operations. We believe that South Africa's reputation is on the line and cannot afford to have any negative incidents due to substandard or incompetent safety and stewarding actions, hence our comprehensive proposal regarding this bid.

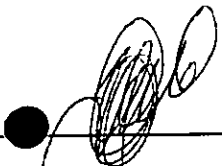
#### **In Summary: Why Fidelity Joint Venture?**

- Largest black economic owned safety and security company
- Pay strictly in accordance to legislation
- Comprehensive national infrastructure and footprint
- Full Investigations team and undercover capabilities
- Structured insurance cover
- Contingency and emergency planning
- SASSETA, PSIRA, SAPS, City and Guilds training accreditation
- Customised turnkey operations
- Integrated venue management services
- International sporting stewarding support
- Proactive rather than reactive approach

We trust that we have provided you with all the required information and look forward to sharing the Confederation Cup experience with the FIFA Organising Committee.

We assure you of our personal, professional and ongoing attention at all times.

Yours faithfully

  
\_\_\_\_\_  
**Jaco Bezuidenhout**  
Confederation Cup Tender Co-ordinator

**Fidelity Security Services (Pty) Ltd**  
Tel +27 11 763 9000  
Fax 086 604 4087  
Cell +27 82 829 8202



## **MEMORANDUM OF UNDERSTANDING**

entered into between:

**FIDELITY SECURITY SERVICES (PTY) LTD**  
(hereinafter referred to as "FSS")

and

**EVENT PARTNERS SA CC**  
(hereinafter referred to as "Event Partners")

*B*

*K.M*

**RECITAL:**

**WHEREAS** FSS and Event Partners have agreed to form a Joint Venture Company ("FJV Co.") in order for FSS and Event Partners to render the services pursuant to the award of tenders, namely:-

RFQ & I: FCC 15 – The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein;

RFQ & I: FCC 16 – The Provision of Training Services for Stadium Event Safety Officers for the FIFA Confederations Cup 2009; and

RFQ & I: FCC 17 – The Provision of STATIC and VIP PROTECTOR services for the FIFA Confederations Cup 2009.

**WHEREAS** FSS and Event Partners will become shareholders in the Fidelity Joint Venture Company in terms of a shareholding of 50% (fifty percentum) (FSS) and 50% (fifty percentum) (Event Partners) respectively.

Comment [VMN1]:

The parties hereto wish the terms of their memorandum to be recorded in writing.

**NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:****1 PARTIES**

1.1 FIDELITY SECURITY SERVICES (PTY) LIMITED, Registration Number 1997/013274/07, represented by Willem Jacobus Bezuidenhout, duly authorised, by company resolution.

1.2 EVENT PARTNERS SA CC, Registration Number 2002/056573/23, represented by Mr. Khaya Mjo, duly authorised thereto.

W

K. n

## 2 INTERPRETATION

2.1 The clause headings in this agreement are for reference purposes only and will not to be used in the interpretation thereof;

2.2 Unless the context clearly indicates a contrary intention:

2.2.1 expressions which denote any one gender, will include the other genders;

2.2.2 a person, will include a natural person, company, partnership, close corporation or other legal personae;

2.2.3 the singular, will include the plural and *vice versa*.

2.3 When any particular number of days is provided for the doing of any act or for any other purpose, the reckoning will exclude the first day and will include the last day which will be a business day and will exclude all Saturdays, Sundays and public holidays which occur during the period. For the purposes hereof, a "business day" will mean a day which is not a Saturday, Sunday or public holiday.

2.4 Any schedule or annexure to this agreement will be deemed to be incorporated herein and will form an integral part of this agreement.

2.5 If any provision in a definition is a substantive provision conferring any right or imposing any obligation on any party, then notwithstanding that it is only in the interpretation clause, effect will be given to it as if it were a substantive provision in this agreement.

2.6 Where figures are referred to in numerals and in words, if there is any conflict between the two, the words will prevail.

2.7 The following expressions bear the meanings assigned to them hereunder and cognate expressions bear corresponding meanings namely:

rs

K.m

2.7.2 “**agreement**” means this memorandum of understanding and any further agreement and/or any annexure entered into in this regard and any amendments, substitutions or additions thereto, from time to time;

2.7.3 “**commencement date**” means the date of signature of this memorandum of understanding;

2.7.4 “**confidential information**” means:

2.7.4.1 any information of whatever nature, which has been or may be obtained by either of the parties from the other, whether in writing or in electronic form or pursuant to discussions between the parties, which is within the specific knowledge of the other party;

2.7.4.2 any dispute between the parties resulting from this agreement.

2.7.5 “**FJV Co.**” means the joint venture company to be established in which each party to this memorandum will have a shareholding as set out in terms hereof;

Comment [V2]:

2.7.6 “**parties**” means collectively FSS and Event Partners and “**party**” will mean either one of them, as the context may require.

### 3 INTRODUCTION

The parties have agreed to collaborate their skills and expertise in delivering the services required as set out in the tenders as cited in the recital above.

### 4 TERMS

4.1 Each party vows to contribute in good faith all that is necessary and fundamental to ensure the success of each and every initiative in terms of the

*[Handwritten signature]*

K. M.

services to be rendered upon the award of such tenders;

- 4.2 The parties shall share in profits, expenses and the like on the basis of their respective shareholdings to be regulated further by a subsequent agreement to be entered into between the parties.
- 4.3 The parties shall share in any liability and/or risk equally as arising from this memorandum.
- 4.4 Any monies advanced by a party in terms of this memorandum shall be settled from first receipt of profit received by the other party.

Comment [VMN3]:

## 5. THIS MEMORANDUM IN RELATION TO THE PRESENT AND FUTURE RELATIONSHIP BETWEEN THE PARTIES

- 5.1 This memorandum will commence on the commencement date and will continue until such time as the memorandum may terminate as set out in clause 6 (six) below or until regulated by any further agreement entered into between the parties.
- 5.2 Event Partners shall be making use of a support mechanism in the form of a sub-contractor, namely Capita Symonds represented by Mr. Tim Cantle-Jones during the deliverance of the services as required in terms of the tender awards named above.

## 6 TERMINATION

- 6.1 This memorandum shall terminate automatically should a tender award not be made in the parties' favour;
- 6.2 This memorandum shall only terminate once the parties have completed the

*SP* *K.M.*



execution of the tender awards;

- 6.3 Not derogating from the foregoing, in the event of this memorandum being terminated either party may be entitled to claim damages/loss or expense incurred from the other party and any monies advanced.

## 7 RESTRAINT

Neither party will, at any stage after the commencement date, and for a period of two (2) years after this memorandum and any formal agreement entered in respect hereof has terminated, make any attempts to elicit any customer/client base of either party. The aforementioned restraint will not be applicable in the event where any client/customer approaches either party on their own free will.

## 8 DEFAULT

- 8.1 In the event of any of the parties ("the defaulting party") committing any breach of the terms of this memorandum then the aggrieved party may after allowing the defaulting party 14 (fourteen) days written notice to remedy such alleged breach, act in terms of clause 8.3 below.
- 8.2 If the parties fail to reach a formal agreement pursuant to this memorandum, then the aggrieved party will be entitled to act in terms of clause 8.3 below.
- 8.3 The aggrieved party may at its sole discretion without prejudice to any of its other rights in law, be entitled to either claim specific performance of the terms of this memorandum or to cancel this memorandum forthwith and without further notice, in either event, claim and recover damages from the defaulting party;
- 8.4 In the event of either party being liquidated, whether provisionally or finally or enters into a compromise for the benefit of its creditors or is placed under judicial management (provisional or final) or enters into a scheme of



K.M

arrangement with creditors or vacates the premises, all amounts that would have become payable in accordance with this memorandum will immediately become due and payable.

## **9 FORCE MAJEURE**

The failure of any party to perform in terms of this memorandum will be excused to the extent that such failure is caused by an event of force majeure. For the purposes of this agreement, "force majeure" means supervening impossibility of performance caused by an event or occurrence, which is beyond the reasonable control of the party affected by it. In the event of a force majeure, the parties will negotiate in good faith to mitigate the adverse effects on all of them.

## **10 VALIDITY**

If any provision of this memorandum is found or held to be invalid or unenforceable, the validity and enforceability of all the other provisions of this memorandum will not be affected thereby.

## **11 CONFIDENTIALITY**

- 11.1 The parties will hold in confidence all confidential information received from each other and not divulge the confidential information to any person, including any of its employees, save for employees directly involved with the execution of this memorandum;
- 11.2 The parties will prevent disclosure of the confidential information, except as may be required by law;
- 11.3 Within 6 (six) months after the termination of this memorandum, for whatever reason, the recipient of confidential information will return same or at the discretion of the original owner thereof, destroy such confidential information, and will not retain copies, samples or excerpts thereof;



K.M.

11.4 It is recorded that the following information will, for the purpose of this memorandum, not be considered to be confidential information:

11.4.1 information known to either of the parties prior to the date that it was received from the other party, or

11.4.2 information known to the public or generally available to the public prior to the date that it was disclosed by either of the parties to the other, or

11.4.3 information which becomes known to the public or becomes generally available to the public subsequent to the date that it was disclosed by either of the parties to the other, through no act or failure to act on the part of the recipient of such Information; or

11.4.4 information which either of the parties, in writing, authorises the other to disclose.

## 12 RELATIONSHIP

This memorandum does not constitute any of the parties an agent or legal representative of the other / others for any purposes whatsoever and neither of the parties will be entitled to act on behalf of, or to represent the other / others unless duly authorised thereto in writing.

## 13 DOMICILIUM

13.1 The parties elect the following addresses as their respective *domicilium citandi et executandi*:

FSS: 104D Mimosa Street  
Roodepoort



K.N

Johannesburg

Event Partners: 70 Melville Road  
Illovo  
Johannesburg

- 13.2 Either party may change its *domicilium citandi et executandi* to another address within the same country, by way of a notice to the other party to this memorandum, provided that such a notice is received by the addressee, at least seven (7) calendar days prior to such a change taking effect.

#### 14 NOTICES

- 14.1 The parties elect the following addresses at which all notices and other communications must be delivered:

14.1.1 FSS:

- 14.1.1.1 by hand at 104D Mimosa Street, Roodepoort, Johannesburg marked for the attention of Mr.Wahl Bartmann;
- 14.1.1.2 by post at Private Bag X5, Westgate, 1734 marked for the attention of Mr.Wahl Bartmann;
- 14.1.1.3 by telefax at (011) 763 9046 marked for the attention of Mr.Wahl Bartmann.

13.1.2 Event Partners:

- 14.1.2.1 by hand at 70 Melville Road, Illovo, Johannesburg, marked for the attention of Mr.Khaya Mjo;
- 14.1.2.2 by post at marked for the attention of Mr.Khaya Mjo;

*rb*

*K.M.*

14.1.2.3 by telefax at marked for the attention of  
Mr.Khaya Mjo.

Comment [V4]:

14.3 Any notice or communication required or permitted to be given in terms of this memorandum will only be valid and effective if it is in writing;

14.4 Any notice addressed to either of the parties and contained in a correctly addressed envelope and sent by registered post to it at its chosen address; or delivered by hand, at its chosen address, to a responsible person on any day of the week between 09:00 and 16:00, excluding Saturdays, Sundays and South African Public Holidays, will be deemed to have been received, unless the contrary is proved, if sent by registered post, on the 14 (fourteenth) calendar day after posting and, in the case of hand delivery, on the day of delivery;

14.5 Any notice sent by telefax to either of the parties at its telefax number will be deemed, unless the contrary is proved, to have been received:

14.5.1 if it is transmitted on any day of the week between 09:00 and 16:00, excluding Saturdays, Sundays and South African public holidays, within 2 (two) hours of transmission;

14.5.2 if it is transmitted outside of these times, within 2 (two) hours of the commencement any day of the week between 09:00 and 16:00, excluding Saturdays, Sundays and South African public holidays, after it has been transmitted.

## 15 ENTIRE AGREEMENT AND VARIATIONS

*[Handwritten signature]*

*K.M.*

15.1 This memorandum constitutes the whole agreement between the parties and supersedes all prior verbal or written agreements or understandings or representations by or between the parties regarding the subject matter of this agreement, and the parties will not be entitled to rely, in any dispute regarding this agreement, on any terms, conditions or representations not expressly contained in this agreement;

15.2 No variation of or addition to this memorandum will be of any force or effect unless reduced to writing and signed by or on behalf of the parties.

## 16 ASSIGNMENT, CESSION, DELEGATION AND SUB-CONTRACTING

None of the parties will be entitled to assign, cede, delegate, subcontract or transfer any rights, obligations, share or interest acquired in terms of this memorandum, in whole or in part, to any other party or person without the prior written consent of the other party, which consent will not unreasonably be withheld;

Signed at Harare on this the 10 day of March 2007

Witnesses:

1 .....

2 .....

FSS

k.m

9 March 2009

2010 FIFA The Local Organising Committee  
76 Nasrec  
NASREC  
Johannesburg

Attention: Farook Seedat

**LETTER OF AUTHORITY TO SIGN TENDER DOCUMENTATION RFQ&I FCC 15 ON BEHALF OF FIDELITY JOINT VENTURES**

This is to confirm that Fidelity Security Services Pty LTD is authorised to sign the tender documentation as lead tender member on behalf of the Fidelity Joint Venture regarding the tender RFQ&I, FCC 15 for the provision of recruitment, selection and management services for the FIFA Confederations Cup 2009.

The Joint Venture partners are:

- Fidelity Security Services: Mr WJ Bartman (CEO)
- Event Partners SA: Mr. Khaya Njo

On behalf of Fidelity Security Services:  WJ Bartman

On behalf of Event partners SA:  Khaya Njo

Kind regards,

J Bezuidenhout  
Tender Co-ordinator

<b>Reference Number</b>	<b>RFQ&amp;I: FCC 15</b>
<b>Description of Goods and/or Services</b>	<b>The Provision of Steward Recruitment &amp; Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.</b>
<b>GENERAL INFORMATION, TERMS and CONDITIONS TO BIDDERS</b>	



**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

**CLAUSE NUMBER AND DESCRIPTION**

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**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

- Annexure A – Technical Scope of Work (See Annexure "A")
- Appendix A 1 - FCC Match Schedule 2009 (Briefing Presentation)
- Annexure B 1 and B2 - Declarations (attached)
- Annexure C - Draft Supply Agreement for Bidders to mark-up)
- Annexure D - BEE
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**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

**1. GENERAL INFORMATION, TERMS and CONDITIONS TO BIDDERS**

**1.1. Background**

The 2010 FIFA World Cup Organising Committee South Africa (Association Incorporated Under Section 21) ("OC") is governed by section 21 of the Companies Act, 61 of 1973. The OC was incorporated on 29 August 2005 as an independent non-profit section 21 company charged with the responsibility of organising the 2009 FIFA Confederations Cup and the 2010 FIFA World Cup South Africa™.

**1.2. Glossary of terms**

Unless the context clearly dictates otherwise, the following abbreviations and/or definitions used in this RFQ&I shall have the meaning set forth below:

Terminology	Definition
"BAFO"	Best and Final Offer
"Bid"	A proposal to bid for the Tender in response to and in accordance with this RFQ&I
"Bidder"	The Person, Enterprise, Consortium or Joint venture submitting a Bid in response to this RFQ&I
"Bidder" / "Bidding Entity"	The Person, Enterprise, Consortium or Joint venture submitting a Bid in response to this RFQ&I
"Bidder Members"	Persons or Enterprises that have committed to participate in this Tender as consortium or joint venture partners and have authorised the Lead Member to submit a Bid
"Bidder recall"	The process whereby the OC requests Bidders to submit additional information or clarifications in respect of certain aspects of their respective bids after submission date.
"Briefing Note"	Additional information or clarification notes that may be issued by the OC to Pre-Qualified Bidders regarding this RFQ&I or any other aspect of the Bid process
"Business Day"	Any day of the week other than Saturdays, Sundays or public holidays in South Africa
"Change in Control"	Any material change to the ownership or management control of a Bidder, or in the identity of the Lead Member
"Closing Date"	The prescribed date for submission of Bids, as specified in paragraph 6.3 of this RFQ&I
"Closing Time"	The prescribed time on the Closing Date for submission of Bids, as specified in paragraph 6.3 of this RFQ&I
"Commencement"	The date of signature of the Supply Agreement by the OC

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Date"	
Consortium	A <b>consortium</b> is an <u>association</u> of two or more individuals, companies or organisations (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal.
"Enterprise"	A partnership, close corporation, company, trust, voluntary association or any other form of entity recognised by law as a medium through which activities relating to the Supplies may be conducted
"Evaluation Committee"	A committee constituted by the OC, for the purpose of evaluating the Bids, as set out in paragraph 7 of this RFQ&I
"Evaluation Criteria"	Those criteria used by the Evaluation Committee for the purposes of evaluating the Bids as set out in paragraph 7 of this RFQ&I
Joint Venture	Joint venture (often abbreviated JV) is an entity formed between two or more parties to undertake economic activity together. The parties agree to create a new entity by both contributing equity, and they then share in the revenues, expenses, and control of the enterprise. The venture can be for one specific project only, or a continuing business relationship
"Lead Member"	The person or Enterprise authorised by the Bidder Members, to sign the Bid and bind the members of that Bidder
"Minimum Requirements"	The documentation or information required by the OC from the Bidder as defined in terms of this Bid; wherein failure to submit such documentation or information may result in DISQUALIFICATION of the Bidder for consideration in the evaluation process at the sole and absolute discretion of the OC and thus render the Bidder unsuccessful in this Bid.
"OC" / "LOC"	2010 FIFA World Cup Organising Committee South Africa (association incorporated in terms of section 21)
"Preferred Bidder"	The Bidder/s awarded the status of a preferred bidder by the OC following the evaluation of Bids, and with whom the OC will negotiate in good faith with a view to concluding a Supply Agreement
"Period of validity"	The Bidder's pricing shall remain valid for a period of 365 days from Date of appointment.
"Pre-Qualified Bidder"	A Bidder that submitted a response to an RFQ&I invitation by the OC, and which has been notified in writing by the OC that it has been pre-qualified by the OC to participate further in the competitive bidding process
"Request for Quotation and Information" or "RFQ&I"	This document entitled Request for Quotation and Information, establishing the terms upon which Bids must be submitted in respect of the Tender, and including all schedules or annexures hereto
"Reserve Bidder"	A Bidder having submitted a Bid, who is not initially awarded the status of a Preferred Bidder, but who may subsequently be invited to replace a Preferred Bidder and to enter into negotiations with the OC, should the Preferred Bidder's status as such be lost at any stage prior to the Effective Date

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"SAFA House"	OC's Head Office situated at: number 76 NASREC ROAD, NASREC EXT. 3, JOHANNESBURG, SOUTH AFRICA
"Service Provider"	The appointed bidder with the necessary experience, expertise, system and resources to advise and supply the OC with the works as specified in the technical annexures to this tender and who has signed a contract with the OC to provide those services.
"Sub-Contractor"	An individual or business entity contracted by the Service Provider to perform part of its contract.
"South Africa"	The Republic of South Africa
"Successful Bidder/s"	The Preferred Bidder/s selected by the OC as such and with whom the OC has concluded a Supply Agreement
"Services"	As more fully set out in paragraph 2 of this RFQ&I read with <b>Annexure A – Technical Specification and Scope of Work</b>
"Supply Agreement"	The supply agreement intended to be concluded between the OC and the Successful Bidder for provision of the Services, the terms and conditions of which are to be agreed between the parties thereto, and a first draft of which is annexed to this RFQ&I as <b>Annexure C, supported by its applicable Annexures</b>
"Tender / Bid"	The subject-matter of this RFQ&I, being the procurement of a Service Provider for the provision of the Goods and/or Services
"Transaction Advisor"	Any financial, legal or technical advisors for the OC, who will to the extent required by the OC, assist in the administration of the Tender process

In the RFQ&I, except where the context otherwise requires:

- 1.2.1 words importing one gender include the other two genders, and words importing the singular include the plural and vice versa;
- 1.2.2 "enactment" means any statute or statutory provision of South Africa and any other subordinate legislation, regulations or guidelines made under any such statute or statutory provision;
- 1.2.3 a reference to any enactment shall be construed as including a reference to the enactment as amended, re-enacted, replaced or modified from time to time, whether before, on or after the date of this RFQ&I;
- 1.2.4 the list of contents, glossary and headings to the parts and paragraphs of this RFQ&I are for ease of reference only and shall not effect the interpretation of this RFQ&I;
- 1.2.5 the annexures form part of this RFQ&I, and have the same force and effect as if expressly set out herein; and
- 1.2.6 this RFQ&I shall be governed and construed in accordance with the laws of South Africa.

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**1.3 Disclaimer**

While all reasonable care has been taken in preparing this RFQ&I, the information contained herein does not purport to be comprehensive or to have been verified by the OC or any of its officers, employees, servants, agents, advisors or any other person. Accordingly, neither the OC nor any of its advisors accept any liability or responsibility for the adequacy, accuracy or completeness of any of the information or opinions stated herein.

Except where expressly stipulated otherwise, no representation or warranty (either express or implied) is or will be given by the OC or any of its officers, employees, servants, agents, advisors or any other person in respect of the information or opinions contained herein, or in relation to any subsequent correspondence or documentation issued in relation hereto.

**The OC reserves the right to amend, modify, withdraw or cancel this RFQ&I or terminate any of the procedures or requirements relating to the procurement process described in respect of which this RFQ&I has been issued, at any time, without prior notice and without liability to compensate or reimburse any person in relation thereto.**

The terms and conditions set out in this RFQ&I are stipulated for the express benefit of the OC, and except where expressly stated to the contrary, may be waived at the OC's discretion at any time. The OC reserves the right to adopt any proposal made by any person responding hereto at any time and to include such proposal in any procurement documentation without compensation.

This RFQ&I is provided solely for the purpose set out in this document. Each person or Enterprise to whom this document is made available, must make his, her or its own independent assessment of the subject matter of this RFQ&I, taking such professional advice as it deems necessary.

No Bidder shall have any claim against the OC, its officers, employees, servants, agents or advisors arising out of any matter relating to the subject matter of this RFQ&I of any nature whatsoever.

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**1.4 Purpose of this RFQ&I and critical information**

- 1.4.1. The purpose of this RFQ&I is to invite Bidders to submit Bids for the provision of the Services (which are more fully described at paragraph 2 read with **Annexure A** of this RFQ&I). The Successful Bidder in respect of this Tender will provide the Services to the OC in terms of a Supply Agreement to be concluded with the OC on terms and conditions to be agreed between the OC and the Successful Bidder.
- 1.4.2. All Bids must, in order to be considered by the OC, be submitted on or before –
- 1.4.2.1. the Closing Time, being **12h00**,
- 1.4.2.2. the Closing Date, being **10 March 2009**.
- 1.4.3. Bids must be hand-delivered to the Tender Box accessible from outside the offices of the OC, situated as follows:

Address: **2010 FIFA World Cup Organising Committee South Africa  
76 Nasrec  
NASREC Ext 3  
Johannesburg**

For attention: **Farouk Seedat  
Chief Financial Officer**

**The Tender Box will be accessible at all hours of the day, near the Security Gate.**

- 1.4.4. All Bids are to be submitted in the format required, as per paragraph 6 of the RFQ&I. Deviation from the format and templates provided may be viewed as non-compliance which may result in the disqualification of the Bidder from any further participation in this bid.
- 1.4.5. No Bid sent by telegram, facsimile or e-mail will be considered. It is the Bidder's sole responsibility to ensure that the complete Bid has been received by the prescribed Closing Date before the Closing Time. Postmarking by the Closing Date will not substitute for actual receipt. Giving the Bid to a courier prior to the Closing Date without actual receipt by the OC by the Closing Time on the Closing Date will not excuse the late delivery of a Bid. The OC reserves the right to return any bid received after the Closing Time on the Closing Date unopened to the Bidder at its sole discretion.
- 1.4.6. All queries regarding this RFQ&I, and requests for clarification, must be addressed to **[rfproposals@2010saloc.com](mailto:rfproposals@2010saloc.com)** by no later than **09h00 on 8 March 2009**, and in accordance with the requirements of paragraph 4 of this RFQ&I.

**1.5. Terms and conditions applicable to Bids**

Bidders responding to this RFQ&I are deemed to do so on the basis that they acknowledge and accept all of the Tender Terms and Conditions set out below.

**1.5.1. Non-eligible Persons**

- 1.5.1.1. The participation of not-for-profit entities in any Bid is in the discretion of the Bidders and shall be at their sole invitation and risk.
- 1.5.1.2. No person (including both Enterprises and natural persons), or advisor to a person may be a member of, or in any way participate in or be involved with (either directly or indirectly), more than one Bidder at any stage during the procurement process, without the OC's prior written consent.

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1.5.1.3. No person (including both Enterprises and natural persons) or advisor employed by either the OC or any member of the Transaction Advisor, may advise any Bidder or be a member of any Bidder. The Bidder warrants by virtue of it making an RFQ&I Bid that no such person has advised the Bidder or is a member of such Bidder.

1.5.1.4. Failure to comply with above requirements will result in disqualification.

**1.5.2. Preferred and Reserve Bidder/s**

1.5.2.1. The OC's objective is to select a Preferred Bidder that:

- a) Fully understands the needs of the OC within the context of the environment it operates in and offers a turn-key service as Steward Recruitment & Management Services Partner to meet the OC's requirements in Bloemfontein as regards the FIFA Confederations Cup South Africa 2009 ,
- b) demonstrates the proven ability and footprint, capability, capacity, resources, systems and presence in the areas referred to in this Bid to develop, implement and execute a highly complex project of this nature on a sustainable end-to-end basis at Bidding Entity level,
- c) demonstrates the relevant experience and track record as well as experienced resources in similar natured or sized mission critical contracts,
- d) is most effective, efficient, optimal and service delivery oriented to undertake the work required within the applicable timelines,
- e) offers the best commercial, financial and legal terms, and
- f) fully accepts the risks transferred to it in terms of this appointment.
- g) Complies fully with the Security Industry regulations as it relates to major events

1.5.2.2. The Bidder/s awarded the Preferred Bidder status shall, subject to the provisions of paragraph 1.5.2.3 below, be invited to enter into negotiations with the OC with the objective of entering into Supply Agreement/s in respect of the Services.

1.5.2.3. The OC reserves the right whenever it believes it is expedient to select, prior to appointment of Preferred Bidder/s, two or more Bidders to submit a so-called Best and Final Offer ("BAFO") on such terms and conditions as may be prescribed by the OC, in order to refine the offerings made by the Bidders in a competitive environment. In that event, only those Bidders who are awarded the status of the Preferred Bidder/s on completion of the BAFO process, will be invited to enter into negotiations with the OC with the objective of entering into a Supply Agreement.

1.5.2.4. The OC reserves the right to award the status of the Reserve Bidders to one or more Bidder/s at any time simultaneously with and/or subsequent to the announcement of the Preferred Bidder/s.

1.5.2.5. Bidder/s awarded the status of the Reserve Bidder/s by the OC shall only be required to participate in the negotiation process in the event that the Supply Agreement/s are not concluded with the Preferred Bidder/s, whether after a BAFO process or not, or the Preferred Bidder/s are disqualified, or the Preferred Bidder/s' status is revoked; in which event one or more of the Reserve Bidders shall be invited to enter into negotiations with the OC with the objective of entering into a Supply Agreement.



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- 1.5.2.6. The OC reserves the right to award to different Bidders the status of the Preferred Bidder/s and/or the status of the Reserve Bidder for different and partial elements of the Bid.

**1.5.3. Acknowledgement of the Law**

- 1.5.3.1. Each Bidder is required to be fully acquainted with the laws of South Africa (including without limitation all statutes and regulations) and the laws regulating the subject matter of this Tender and the Services.

**1.5.4. Legal Personality**

- 1.5.4.1. The OC prefers to enter into an agreement with a Bidding Entity (either single existing Enterprise or Consortium/JV) able to deliver a material portion of the scope at Bidding Entity level who shall take full responsibility for all aspects of the Services required, including material delivery of services, acceptance of all risks and be the major commercial beneficiary.
- 1.5.4.2. A Bidder may be a natural person, a juristic person (enterprise) or a number of individual natural persons or juristic persons (enterprises) bidding together as a consortium or joint venture.
- 1.5.4.3. If the Bidder is a consortium or joint venture made up of a number of natural persons or juristic persons (enterprises) or both, the Lead Member of the Bidder shall be the Bidder contact person for all communication with the OC, and any communication between the OC and the Lead Member of a Bidder shall be deemed to have been made between the OC and all members of the Bidder. Further, the Lead Member shall take full responsibility for fulfilment of any obligations owed to the OC, for management of any Supply Agreement resulting from this Tender, and for losses and damages suffered by the OC as the result of any actions by the Bidder or any member thereof.
- 1.5.4.4. Subject to clause 1.5.17.4 and 1.5.17.6 where a Bidder is a consortium or joint venture, no change will be permitted to the identity of the consortium members or joint venture partners, or to the organisational structure of the Bidder, after the announcement of the evaluation results and the awarding of the status of the Preferred Bidder and/or the Reserve Bidder without the prior notification and written consent of the OC.
- 1.5.4.5. In the event that a Bidder consortium or joint venture undergoes a change in its composition or organisational structure, or a Change in Control, the OC reserves the right to require the relevant Enterprise/s to supply such further information with regard to such change as to enable the OC to fully consider the impact of such change.
- 1.5.4.6. Should the composition, organisational structure or control of a Bidder change without the OC's prior written consent, the OC shall be entitled in its sole discretion to disqualify the Bidder from continuing in the procurement process, or to permit it to continue subject to such conditions as the OC determines appropriate.

**1.5.5. Cost of submitting Proposals**

- 1.5.5.1. Each Bidder shall bear all of its costs (of whatsoever nature) associated with the preparation or submission of its Bid, of any BAFO process and of negotiating with the OC regarding a possible Supply Agreement or executing a final Supply Agreement, and any other costs and expenses incurred by Bidders in connection with or arising out of the competitive bidding procurement process.

**1.5.6. Confidentiality**

- 1.5.6.1. In submitting its Bid, each Bidder and all of its members, if a consortium or joint venture, agrees to keep its Bid confidential from third parties other than the OC and the

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Transaction Advisor who are required to review the Bid for the purposes of procurement of the Services.

1.5.6.2. All information and data submitted by a Bidder shall become the sole property of the OC, with the exception of copyrighted material, trade secrets or other proprietary information clearly identified as such by the Bidder. Bidders, by virtue of their Bid, agree to indemnify the OC and hold it harmless from any loss, damage, liabilities, claims, actions, proceedings, demands, costs, charges or expenses of whatsoever nature suffered by the OC for its refusal to disclose materials marked confidential, trade secret or other proprietary information to any person seeking access thereto.

1.5.6.3. Each Bidder shall by virtue of its collection of the RFQ&I documentation agree to keep confidential all information of a confidential nature that may be contained therein ("Confidential Information"). The Confidential Information may be made available to the Bidder, its employees and professional advisors who are directly involved in the appraisal of such information and who are to be made aware of the obligation of confidentiality, but shall not be (in whole or in part) copied, reproduced, distributed or otherwise made available to any other party without the prior written consent of the OC.

1.5.6.4. The provisions of paragraphs 1.5.6.2 and 1.5.6.3 shall not apply to any information which is made available as required by any law or any regulatory authority, or which is or becomes public knowledge other than by way of breach of paragraph 1.5.6.2 or 1.5.6.3, or which was in the possession of such party prior to its disclosure or which is received from a third party who lawfully acquired it and is under no obligation restricting its disclosure.

1.5.6.5. The OC undertakes to, and shall procure that its officials and its advisors shall, keep confidential all information received from a Bidder which is clearly identified as confidential in such Bidder's Bid submission as contemplated in paragraph 1.5.6.2 and which is not excused from confidentiality as contemplated in paragraph 1.5.6.4. Any Bids which contain Confidential Information must be marked on the outside as containing Confidential Information, and each page upon which Confidential Information appears must be marked as containing Confidential Information. The Confidential Information must be clearly identified to the reader where it appears. All copies of the Bid, as well as the original, must be marked in this manner. Identification of the entire Bid as confidential shall be deemed non-responsive and may disqualify the Bidder.

1.5.6.6. A Bidder's failure to request confidential treatment of material will be deemed by the OC to constitute a waiver of any right to confidentiality that a Bidder may have had.

**1.5.7. Status of RFQ&I**

1.5.7.1. This RFQ&I has not been re-advertised.

**1.5.8. Bids become the Property of the OC**

1.5.8.1. All Bids become the property of the OC and will not be returned to the Bidder unless all Bids are rejected and no award is made.

**1.5.9. Corrupt Gifts and Payments**

1.5.9.1. Neither a Bidder nor any of its members, agents or advisors shall directly or indirectly offer or give to any person in the employment of the OC or the Transaction Advisor, any gift or consideration of any kind as an inducement or reward for permitting a Bidder to participate in the process, for awarding the Bidder the status of a Preferred Bidder, or for showing or omitting to show favour or disfavour to the Bidder in relation to the Services.

1.5.9.2. In the event that any of the prohibited practices contemplated in paragraph 1.5.9.1 above is committed, the OC shall be entitled to disqualify such Bidder and its members, agents and advisors from participating in any further part of the competitive bidding

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procurement process, or from participating in any future bidding procurement processes initiated by the OC.

**1.5.10. No Contract**

- 1.5.10.1. This RFQ&I does not constitute an offer to enter into a contractual relationship with any Bidder, but is merely a solicitation of Bids from Bidder/s, which shall as such be invited to continue further on the competitive bidding procurement process with the OC.
- 1.5.10.2. No Bid shall constitute an offer to enter into any contractual relationship with the OC, but each Bid shall constitute an offer to be awarded the status of the Preferred Bidder in relation to the Services. A contractual agreement may be entered into between the OC and one or more of the Preferred Bidders or, as appropriate, one or more Reserve Bidders.
- 1.5.10.3. In the event that the OC requests the Bidder to extend the Period of Validity of its Bid, for any reason, the Bidder must issue its response in writing.
- 1.5.10.4. All correspondence from the Bidder regarding this Tender shall be addressed to the OC's Chief Financial Officer, shall be signed by the person authorised to sign the Bid, and shall be legally binding on the Bidder. All such correspondence must clearly indicate the name of the signatory, his or her position and the name of his or her organisation if applicable.

**1.5.11. No Collusion**

In submitting a Bid, the Bidder and all its members certifies that its Bid does not in any way give rise to a contravention of section 4(1) of the Competition Act, No. 89 of 1998. Without in any way limiting or derogating from the foregoing, the Bidder and all its members certifies that:

- 1.5.11.1. its Bid has been prepared without consultation, communication or agreement with any other Bidder, any member of another Bidder, or any other competitor or potential competitor;
- 1.5.11.2. its Bid (or any part thereof) has not been disclosed by it, nor will it be disclosed by it to any other Bidder, any member of another Bidder, or any competitor or potential competitor; and
- 1.5.11.3. no attempt has been made or will be made by it to induce any other potential Bidder/s not to submit a Bid.

**1.5.12. Compliance and Completeness**

- 1.5.12.1. Any material failure on the part of a Bidder to comply with the terms of this RFQ&I may result in its Bid being treated as non-compliant.
- 1.5.12.2. The OC reserves the right to reject any non-compliant Bid without further evaluation, provided that if the OC believes, in its discretion, that the non-compliance is of a minor nature, it may either continue to evaluate the Bid, or seek clarification thereon, or reject the Bid.
- 1.5.12.3. Any Bid received without all information or data requested in terms of this RFQ&I, or with insufficient information for substantive evaluation thereof, will be marked as incomplete and may at the OC's discretion be rejected.

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**1.5.13. Signing requirements**

**1.5.13.1. Single Natural Person**

Where a Bidder is a single natural person, that natural person must sign the original Bid. A certified copy of the Bidder's identity document must be provided with the Bid.

**1.5.13.2. Single Enterprise**

Where a Bidder constitutes a single Enterprise, those persons duly authorised to bind such Enterprise must sign the original Bid. As proof of authority, the persons signing the original Bid shall provide a certified copy of the resolution of the board of directors, or its equivalent, of the Enterprise concerned, evidencing their authority to sign the Bid and thereby to bind the Enterprise.

**1.5.13.3. Consortium or Joint Venture**

- a) In the event that the Bid is made by a consortium or joint venture, the Bid is to be signed by the Lead Member.
- b) Proof of authorisation of the Lead Member to act on behalf of its consortium or joint venture is to be included in the Bid, by way of –
  - i. in the case of a consortium of natural persons, an original letter signed by each such natural person authorising the Lead Member to sign and submit the Bid on his or her behalf; or
  - ii. in the case of a consortium of Enterprises, a certified copy of the resolution of the board of directors or its equivalent, of the Enterprises concerned, conferring authority on the Lead Member to sign and submit the Bid on their behalf and thereby to bind them to the terms of the Bid.
- c) The Lead Member shall be the only person authorised to make statements on behalf of and receive instructions for members of the Bidder.
- d) A copy of the agreement entered into by the consortium members or joint venture partners for the purposes of forming a consortium or joint venture MUST be submitted with the Bid, which agreement must clearly set out the relationship between the parties thereto, the fee split allocation, and authorise one of the partners to be the Lead Member for that Bidder, signed by all the members.
- e) The OC requires that a material portion of the Service/s to be provided shall be performed by the bidder, consortium members or joint venture partners; that the consortium or joint venture shall assume all the risks and shall be the largest beneficiary of the commercial value of the contract.

**1.5.14. Declaration**

- 1.5.14.1. Included in each Bid shall be a declaration by the signatory/signatories to the Bid to the effect that –
- a) the Bidder acknowledges, accepts the applicability of and agrees to be bound by these Tender Terms and Conditions, and the other terms of the RFQ&I;
  - b) all documentation forming part of the Bid is factually correct and true;
  - c) the Bid shall remain valid for the Period of Validity; and
  - d) the Bidder will comply with all relevant laws.

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- 1.5.14.2. The form and content of such declaration are set out at **Annexure B1 and B2** hereto.

**1.5.15. The OC's Discretion**

- 1.5.15.1. Where it is stipulated in this RFQ&I that the OC's prior written consent shall be required, the determination by the OC as to whether to grant or refuse such consent shall be in the OC's sole and absolute discretion, and the decision with regard thereto shall be final and binding.

**1.5.16. MINIMUM REQUIREMENTS**

- 1.5.16.1. **FAILURE TO SUBMIT ANY OF THE MINIMUM REQUIREMENTS LISTED BELOW BY THE BIDDER MAY RESULT IN DISQUALIFICATION.** The OC reserves the right not to further evaluate any bids which do not comply with the requirements stated below:

**1.5.16.2. Tax Clearance**

**MINIMUM REQUIREMENT – Failure to submit by the Bidding Entity and each Consortium / JV Member MAY result in disqualification at the OC's Discretion.**

It is a minimum requirement of this Tender that the taxes of the Bidder be in order or that suitable arrangements have been made with the South African Revenue Service in order to satisfy them. **NB:** One valid original Tax Clearance Certificate, in respect of each natural person or Enterprise that forms part of the Bidding entity (Lead Contractor; each Consortium member), must be submitted with each Bid. Where a Bidder or member of the Bidding Consortium/JV is an enterprise of foreign and/or non-South African origin, a letter (equivalent to the SARS Tax Clearance Certificate) from SARS or the tax authority from the country of origin should be submitted clearly indicating that the enterprise's tax matters are in compliance with the regulations applicable. Letters in foreign languages must be translated into English and a sworn copy of this must be submitted.

**1.5.16.3. Bidder Identity**

**MINIMUM REQUIREMENT – Failure to submit by the Bidding Entity and each Consortium / JV Member MAY result in disqualification at the OC's Discretion.**

The Bidder is required to submit copies of the Enterprise's constitutive documents for each member of the bidding consortium:

- a) If Private companies: (Pty's) then provide:
  - Certified copy of Share Register
  - Certificate of Incorporation
  - CM29 / CM9 (Name Change) if applicable
- b) If Close Corporation then provide:
  - CK1 and CK2
  - Members agreement
- c) If Joint Venture / Consortium then provide:
  - Ownership documents of each JV/Consortium partner (whether Close Corporation, Company or Trust) – see details required above for private companies
  - Joint Venture agreement (refer to 1.5.13.3) or Letter of Intent from all Members of the JV / Consortium

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- Joint Venture declaration Form
  - JSE Listed companies must submit a letter from the Accountant as proof of listed shares
- d) If Business Trust or Family Trust then provide:
- Trust number and the List of Beneficiaries i.e. Name and ID number as well as copy of the Trust Deed

**1.5.16.4. Bid Bond – ANNEXURE I**

**MINIMUM REQUIREMENT – Failure to submit by the Bidding Entity and each Consortium / JV Member MAY result in disqualification at the OC's Discretion.**

The Bidder is required to furnish an original Bid Bond in its name, and in the format prescribed by the OC, to the value of **R50,000** to the OC at the time of Bid submission by way of a South African registered bank guarantee, or a deposit in a South African registered attorney's trust account. Note that an insurance policy guarantee is not acceptable. The guarantee shall be valid for a minimum period of **180 days** from day of submission.

The Bid Bond shall be unconditional and becomes payable to the OC on demand and immediately under the following circumstances:

- a) Where a Bidder withdraws from or frustrates the tender process (including this RFQ&I and any potential future aspects of the procurement process) prior to conclusion of negotiations, appointment and/ or contract signature date;
- b) Where a Bidder makes a material misrepresentation in terms of this RFQ&I process or any potential future aspects of the procurement process;
- c) In the event that a Bidder is disqualified from further participation in this Tender process at any stage up to contract signature;
- d) Where a Bidder is unable or fails to provide the required Performance Bond / guarantees when required to do so by the OC.

The Bid Bond will be released immediately upon notification to those Bidders that they have been unsuccessful in the Tender process, but shall be retained by the OC for the duration of the negotiation period for the Preferred and Reserve Bidders. In the event that a BAFO process occurs, the validity of the Bid Bond shall remain intact until such time as an appointment is made by the OC as evidenced by execution of a Supply Agreement, or the Tender process is terminated by the OC.

On appointment as evidenced by execution of a Supply Agreement, the Bid Bonds for unsuccessful Preferred Bidders and / or Reserve Bidders will be released.

The Bid Bond for the Successful Bidder/s shall only be released at the time that the Successful Bidder provides the OC with the required Performance Bond / guarantees.

Submission of a conditional bid bond or a bid bond that does not substantially comply with the OC's format shall be regarded as non-compliant and the bidder shall be disqualified.

**1.5.16.5. Performance Bond / Guarantee**

**MINIMUM REQUIREMENT – Failure to submit by the Bidding Entity and each Consortium / JV Member MAY result in disqualification at the OC's Discretion.**

For purposes of complying with the requirements of this RFQ&I, Bidders are required to include in their submission, a **commitment (this is a Letter of Intent)** to provide a Performance Bond when required and in the appropriate circumstances.

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Prior to the execution of a Supply Agreement by the OC and a Successful Bidder, the Preferred Bidder will be required to furnish an original Performance Bond in its name equal to **R250,000** to the OC by way of bank guarantees issued by a South African registered bank. Note that an insurance policy / guarantee is not acceptable.

Failure to provide a Performance Bond to the satisfaction of the OC when so required shall result in the Bidder forfeiting such appointment and its Bid Bond, at the sole discretion of the OC.

The Performance Bond shall be valid for the duration of the Supply Agreement, up to and including any extensions made to the contract duration.

The Performance Bond shall be unconditional and becomes payable to the OC on demand and immediately under the following circumstances:

- a) Where the Successful Bidder abandons the Supply Agreement; or
- b) Where the Successful Bidder fails at any time or to any extent during the course of operation of the Supply Agreement to act in accordance with, honour its responsibilities, and fully discharge its obligations in terms of the Supply Agreement.

At the sole discretion of the OC, the Performance Bond/Guarantee may proportionately become payable under conditions as agreed in terms of this Contract and appointment, or adjusted in terms of value.

The Performance Bond for the Successful Bidder/s shall only be released on expiry of the Supply Agreement (including any extensions) at the time the Bidder has discharged its last remaining obligations in terms of its Supply Agreement to the satisfaction of the OC.

**1.5.16.6. Financial Statements**

The Bidder must submit the most recent annual audited financial statements of the bidding enterprise/s for the last 3 (three) financial.

In the case of Foreign entities who may have prepared their financial statements in a language other than English, the bidder is required to submit sworn translated copies of the income statements and Balance Sheets for the last three (3) years.

Bidders with less than one year trading must submit their Income Statement and Balance Sheet for their period in existence.

Failure to provide the financial statements requested herein shall result in zero scoring for the financial strength component of the bid.

The OC reserves the right in its sole and absolute discretion to demand the submission of the financial statements of any sub-contractor the bidder may intend to use in the provision of the services and/or goods for this bid.

**1.5.17. Reservation of rights**

The OC reserves for itself the following rights, relating to the Tender process:

- 1.5.17.1. the right to modify, amend or clarify the RFQ&I requirements at any time after its initial publication, including after the Closing Date, in which event the Bidders that have submitted complete and compliant Bids, as the case may be, will be notified of any such modifications, amendments or clarifications and will be given an opportunity to supplement their Bids accordingly;

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- 1.5.17.2. The OC reserves the right to inspect and/or query any invoices and statements the right to enter into negotiations with one or more Preferred Bidders identified in the evaluation process, regarding any terms and conditions, including price, of a proposed Supply Agreement, without offering the same opportunity to any other Bidder who has not been awarded the status of the Preferred or Reserve Bidder;
- 1.5.17.3. the right to accept part of a Bid rather than the whole of a Bid, including the right to accept a Bid in respect of a portion of the Services tendered for rather than the full quantity or range of Services tendered for, in which case the performance bond will be proportionately reduced;
- 1.5.17.4. the right to award the status of the Preferred Bidder to a certain member or members or subcontractors of a Bidder consortium rather than the Bidder as a whole, subject to the consent of that member or subcontractor of the Bidder consortium;
- 1.5.17.5. the right to split the award of the Tender between two or more Bidders, , in which case the performance bond will be proportionately reduced;
- 1.5.17.6. the right to request two or more Bidders or members of Bidder consortia, to work together as a consortium in order to provide the Services;
- 1.5.17.7. the right to cancel and/or terminate the Tender process at any stage, including after the Closing Date and/or after presentations have been made, and/or after Bids have been evaluated and/or after Preferred Bidders and Reserve Bidders have been notified of their status as such;
- 1.5.17.8. the right to carry out site inspections, product evaluations or explanatory meetings in order to verify the nature and quality of the Services tendered for, whether before or after adjudication of the Tender;
- 1.5.17.9. the right to call for and be promptly provided with additional information as specified, or supporting documentation in order to verify any of the information provided by the Bidder in respect of any aspect of its Bid, whether before or after adjudication of the Bids;
- 1.5.17.10. the right to award the status of the Preferred Bidder or Reserve Bidder subject to the conclusion of a detailed Supply Agreement, which contract may include financial and/or other penalties for non-performance or defective performance of the Services;
- 1.5.17.11. the right to award Preferred Bidder status to a Bidder whose Bid was not the lowest in price;
- 1.5.17.12. the right to correct any mistakes at any stage of the bid that may have been in the bid documents or occurred at any stage of the bid process;
- 1.5.17.13. the right, once a Supply Agreement has been concluded, to increase the quantity
- 1.5.17.14. or scope of the Services contracted for without inviting further Bids, subject to the consent of the Successful Bidder, on such terms and conditions as may be agreed between the Successful Bidder and the OC; and
- 1.5.17.15. Any other right reserved elsewhere in this document and or its Annexures.



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**1.5.18. Copyright**

- 1.5.18.1.1. By submitting a Bid the Bidder agrees that the OC may copy the Bid for purposes of facilitating the evaluation of the Bid or to respond to lawful requests for access to information. By submitting a Bid, the Bidder consents to such copying and warrants and represents that such copying will not violate the rights of the Bidder or of any third party. The OC will have the right to use ideas or adaptations of ideas that are presented in the Bids.

**1.5.19. General Provisions**

- 1.5.19.1. Tenders must be submitted in the format specified in this RFQ&I (in which regard see paragraph 6 of this RFQ&I), and should be supplemented by the further information or documentation required by the OC in terms of this RFQ&I.
- 1.5.19.2. Bidders shall check the numbers of the pages of this RFQ&I and any accompanying documentation, and satisfy themselves that none are missing or duplicated. The OC accepts no liability in regard to claims arising from the fact that pages of this RFQ&I are missing or duplicated.
- 1.5.19.3. All prices shall be quoted in South African Rand, and value-added tax must be excluded and shown separately.
- 1.5.19.4. If a Bidder intends to form a Consortium or Joint Venture and/or subcontract any aspect of its rights or obligations arising from a Supply Agreement, the Bidder must provide the name and contact details of its intended Consortium or JV and/or sub-contractor/s members in its Bid, as well as a letter from each such intended member of the Consortium or Joint Venture and/or sub-contractor consenting to act as such and authorising the Bidder (or its Lead Member if a consortium) to sign and submit the Bid with the following details of such party/ies :
- a) the Person or Enterprise name of the Consortium member/Sub-Contractor;
  - b) identity or registration documents of the Consortium member/Sub-Contractor;
  - c) original and valid Tax Clearance Certificate of the Consortium member/JV/Sub-Contractor;
  - d) BEE status of its intended Consortium member/sub-contractor/s in its Bid of the Consortium; and
  - e) a Letter of intent from each Consortium member and/or sub-contractor consenting to act as such and authorising the Bidder (or its Lead Member if a consortium) to sign and submit the Bid and to name the subcontractor as such therein;
  - f) enter into an agreement with its intended sub-contractor with at least similar terms and conditions as those contained within these bid documents; and
  - g) a detailed break down of the composition of the Consortium or Joint Venture and the agreed fee split ratio of each member or partner and/or sub-contractor subject to the agreement. In the absence of a fixed fee split an indicative fee split ratio must be provided.
- 1.5.19.5. In the event that Bidder intends to sub-contract any of the services and or/goods required, a substantial portion of each key element of the scope of work as defined in annexure "A" must reside within the Bidding Entity. Failure in this regard will result in disqualification.
- 1.5.19.6. In the event that it becomes necessary for the OC to communicate with any Bidder after the Closing Date but before the resulting Supply Agreement is concluded, it is specifically noted that such communication shall be deemed not to create any expectation on the part of the Bidder as to the possible awarding by the OC of the Bidder, to render the Services tendered for, or any expectation that the OC will be liable for any costs relating to further information or proposals requested by the OC in the course of such communications.

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2. SCOPE OF WORK and/or TECHNICAL SPECIFICATION (refer to Annexure A and Briefing Presentation)

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**2. BLACK ECONOMIC EMPOWERMENT ("BEE") REQUIREMENTS**

- 2.1. The BEE requirements of this Tender relate to the service provision all elements of the Tender and any other services related to the provision of the goods and services.
- 2.2. The OC will evaluate a Bidder's BEE compliance on the basis of the following elements of broad-based BEE:
- 2.2.1. **ownership** of the Bidder by black persons;
- 2.2.2. **management** of the Bidder by black persons;
- 2.2.3. **employment equity** in the Bidder; and
- 2.2.4. **skills transfer** initiatives undertaken by the Bidder during the current financial year.
- 2.3. There are no minimum BEE thresholds applicable to this Tender. The BEE profile of each Bidder will be scored in accordance with the ordinary scoring principles, set out at paragraph 7 of this RFQ&I.
- 2.4. For purposes of this RFQ&I, "black persons" means African, Coloured or Indian persons who are natural persons and:
- are citizens of the Republic of South Africa by birth or descent; or
  - are citizens of the Republic of South Africa by naturalisation before the commencement date of the Constitution of the Republic of South Africa Act of 1993; or
  - became citizens of the Republic of South Africa after the commencement date of the Constitution of the Republic of South Africa Act of 1993, but who, but for the Apartheid policy that had been in place prior to that date, would have been entitled to acquire citizenship by naturalisation prior to that date.
- 2.5. **Ownership** in the Bidder will be evaluated with reference to the extent to which black persons are entitled to the Economic Interest and the Exercisable Voting Rights in the Bidder, both of those as determined in accordance with the principles set out in the Department of Trade and Industry's Codes of Good Practice for Broad-based BEE (Code 100 Statement 100, published for information purposes).
- 2.6. **Management** in the Bidder will be evaluated with reference to the extent to which black persons participate in the management of the Bidder.
- 2.7. **Employment Equity** in the Bidder will be evaluated with reference to the extent to which black persons are employed by the Bidder.
- 2.8. **Skills Transfer** in the Bidder will be evaluated with reference to the extent to which black persons benefit from skills transfer initiatives implemented by the Bidder.
- 2.9. Where the Bidder consists of a number of natural persons, or of more than one Enterprise, or of an Enterprise with subcontractors, the Bidder must provide the BEE information required in respect of each member of the Bidder, as well as a breakdown of the value of the total fee proposed, indicating what portion of the fee will be allocated to each member of the Bidder
- 2.10. For the purposes of BEE evaluation, Bidders are requested to complete the form provided at Annexure D, and in addition to submit the supporting documentation referred to therein. Information supplied in response to the RFQ&I will be used to supplement the information provided in accordance with Annexure D.

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**3. PROCUREMENT FRAMEWORK AND TIMELINES**

**3.1. Key Dates**

- 3.1.1. Given the extensive planning and execution required, it is imperative that the service provider/s is appointed as soon as is practically possible.
- 3.1.2. In order to achieve this, the following are the estimated key procurement process dates. The dates set forth are for informational purposes only and may be subject to change.

Milestone	Date
Invitation to uplift RFQ&I documents	01 March 2009
Issuance of RFQ&I documentation	03 March 2009, 14h00
Briefing of bidders	04 March 2009 at 09h30
Deadline for receipt of Bidder Questions/Queries	6 March 2009 at 09h00
OC issues Response to Bidder Questions	7 March 2009 by 13h00
Closing Date for RFQ&I Bids	10 March 2009 at 12h00
Pitch/Presentations from shortlisted Bidders	TBA
Final evaluation by panel	TBA
Announcement of Preferred Bidder	TBA
Supplier Agreement finalised	TBA
Anticipated Commencement of Supply Agreement	TBA

- 3.1.3. The above dates represent the current timetable and Bidders are asked to allocate the necessary resources in advance so that unnecessary delays can be avoided.

**3.2. Procurement Process Interactions**

- 3.2.1. In order to ensure that the Closing Date deadline is met and to enable well thought through and thorough Bids to be made, the OC envisages the possibility of ongoing interactions with Bidders as required during the procurement process, that are structured in such a way that the fairness, equitability and transparency of the process is not prejudiced or compromised and that such interactions do not harm the competitive position of any Bidder. Notification of any further briefing sessions, site visits or other Bidder interactions will be provided in writing on reasonable notice.

**3.3. Bidder Briefing session**

- 3.3.1. The Bidders are required to attend a briefing session to be held on 4 March 2009 at 09:00 at SAFA House 76 Nasrec Road, Nasrec Ext 3, Johannesburg.

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**3.4. Contact Policy**

- 3.4.1. No information or clarification may be requested by the Bidder, its members, nor any of their directors, employees, agents or advisors or any related person from any member of the Transaction Advisor or the Evaluation Committee, the employees of the OC or any South African government official who may be associated with the Tender. Oral inquiries will not be accepted and Bidders are directed to limit their communication as stipulated in clauses 4.5.4 and 4.5.5 below.
- 3.4.2. In the event that any of the Bidder, its members, or any of their directors, employees, agents or advisors make any such prohibited contact, the OC reserves the right in its sole and absolute discretion to disqualify the Bidder being in breach, from further participation in the competitive bidding procurement process of the Tender.
- 3.4.3. Neither the Bidder, its members nor any of their directors, employees, advisors or agents may rely on any information provided to any of them outside of the scope of paragraph 4.5.1 above.
- 3.4.4. The OC will respond to queries without identifying the person submitting the query by way of a written Briefing Note distributed via e-mail to all Bidders simultaneously and reserves the right not to respond to any particular query.
- 3.4.5. When submitting a query to [rfproposals@2010saloc.com](mailto:rfproposals@2010saloc.com) please ensure to use the appropriate tender reference number and name in the e-mail header.

**3.5. Inconsistency**

To the extent that any inconsistency exists or shall exist between the terms of the Supply Agreement and the provisions of this RFQ&I, the terms of the Supply Agreement shall prevail.

**3.6. Further Information**

- 3.6.1. The OC reserves the right to seek additional information from any Bidder by way of Bidder Recall, as it may in its sole discretion determine, whether such information has been requested under this RFQ&I or otherwise, and may require Bidders to make oral presentations for clarification purposes or to present supplementary information if so required.
- 3.6.2. The OC may issue additional information regarding this RFQ&I on an *ad hoc* basis, which information shall be provided in the form of Briefing Notes. Such additional information shall be issued by the OC.
- 3.6.3. Briefing Notes will be sequentially numbered and will indicate whether they supplement, vary or amend any portion of the RFQ&I. All Briefing Notes shall be provided to the Bidders via e-mail at the address provided by Bidders, and Bidders are advised to promptly acknowledge receipt thereof to the Chief Financial Officer in accordance with paragraph 1.4.6, and in any event within 24 hours of the Briefing Note being issued. Each Bidder shall ensure that its Bid is prepared taking into account all such Briefing Notes.
- 3.6.4. Oral instructions or comments of any nature by either the OC or its Transaction Advisor or by any of their representatives, shall have no standing with regard to the RFQ&I, unless and until they have been confirmed by way of Briefing Notes.
- 3.6.5. The OC accepts no responsibility for the failure of any Bidder to receive a Briefing Note issued, whether by virtue of such Bidder's contact details provided being incorrect or otherwise.

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**4. MARK UP OF DRAFT SUPPLY AGREEMENT**

- 4.1. As part of its Bid, the Bidder must comprehensively mark-up the draft Supply Agreement (**Annexure C**) and all the schedules (including **Annexure A – Technical Specification and Scope of Work** attached to this tender document) thereto ("the Contractual Documentation") to reflect all the deletions and insertions required to support its Bid. The OC will not, after submission, consider any further matters pertaining to the Contractual Documentation which are not clearly marked in the Contractual Documentation in support of the Bidder's Bid.
- 4.2. Word processor changes should be in the following format:
  - 4.2.1. Deletion – strike through and tracked;
  - 4.2.2. Insertions – underlined, in bold and tracked;
  - 4.2.3. Comments / Reasons – footnote, to be inserted immediately after the proposed change, and inserted as for an "Insertion" (i.e. underlined, in bold and tracked).
- 4.3. The OC wishes to reach a rapid conclusion on the Supply Agreement with the Successful Bidder. Where a Bidder wishes to amend a clause or insert a new clause, full drafting should be provided. The Bidder should note that comments such as "agreed in principle" or "subject to further discussion" will be assumed to indicate disagreement with the clause, and as such will attract lower scores in the evaluation process.
- 4.4. The Bidder must not renumber the draft Supply Agreement or any of its schedules. If a Bidder wishes to delete a clause, a schedule or a paragraph of a schedule, the relevant clause, schedule or paragraph must remain in its allotted position with the words "NOT USED" inserted.
- 4.5. To the extent that a Bidder wishes to insert an additional clause, schedule or paragraph within the body of the draft Supply Agreement or its schedules, the inserted clause, schedule or paragraph is to be identified by reference to the immediately preceding clause, schedule or paragraph number and the words "bis", "ter", "quat" etc. inserted thereafter.
- 4.6. Any item of the Contractual Documentation not marked up shall be deemed to have been accepted by the Bidder.
- 4.7. As part of the Bidder's mark-up, any issues requiring further development within the Contractual Documentation must be clearly identified, and the implications for the OC are to be clearly identified.
- 4.8. In addition to the marked changes in the Contractual Documentation, each mark-up is to be motivated by way of a consecutively numbered footnote to the change.
- 4.9. Insofar as any amendment to the Contractual Documentation constitutes a drafting change without substantive change in principle, the Bidder is required to indicate same, and in so doing accepts the OC's determination as to whether the drafting change is required. The Bidder must note that all required drafting changes are required to be marked-up in accordance with this paragraph of the RFQ&I, and that drafting changes requested after appointment of the Preferred Bidder may be ignored by the OC in its sole discretion.

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**5. INFORMATION REQUIRED FROM BIDDERS**

Bidders are required to submit their Bids in accordance with the terms and conditions set out in this RFQ&I.

**5.1. Format of Bids**

5.1.1. The Bids must be complete and comprehensive, and structured in accordance with the content requirements as set out in more detail below.

5.1.2. All documentation and communication must be in English.

**5.2. Submission Copies**

5.2.1. All Bids must consist of:

5.2.1.1. **one (1) printed (hard) master Bid**, clearly marked as such **plus three (3) printed copies**;

and

5.2.1.2. **one (1) electronic (soft) master copy** on CD, clearly marked as such.

5.2.2. Failure to submit the required number of soft and hard copies at the same time will result in disqualification at the sole and absolute discretion of the OC.

5.2.3. All electronic documents are to be in Microsoft XP compatible format (e.g Microsoft Word 2003, Microsoft Excel 2003, Microsoft Projects 2003 and Adobe Acrobat Pdf format).

5.2.4. Bidders must submit their Bids in a sealed envelope on which the RFQ&I number and Tender details, Closing Date and Closing Time must be indicated.

5.2.5. The name and address of the Bidder must be written on the reverse side of the envelope.

5.2.6. The master (hard and soft copy) Bid should be marked "**MASTER**" and submitted together in one envelope, and the additional copies (hard) should be submitted together in a separate sealed envelope each clearly marked "**COPY X of Y**".

**5.3. Closing Date for Bids**

5.3.1. Each Bid must be submitted as follows:

5.3.1.1. the Closing Time, being **12h00**,

5.3.1.2. the Closing Date, being **10 March 2009**.

**Place:** 2010 FIFA World Cup Organising  
Committee South Africa  
76 Nasrec Road  
NASREC Ext 3  
Johannesburg  
South Africa

**For attention:** Mr. Farouk Seedat (Chief Financial Officer)

5.3.2. The OC may, in its sole discretion, extend the Closing Date and Closing Time at least 2 Business Days before the Closing Date. In such event the terms and conditions of this RFQ&I shall remain the same, but for the revised Closing Date, which shall be notified in writing to all Bidders at their nominated email addresses and/or fax numbers.



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- 5.3.3. The OC reserves the right to return any bids received after the Closing Time and Closing Date unopened.

**5.4. Layout**

- 5.4.1. Bidders are requested to compile their Bids in a clearly structured way and in accordance with the headings and sections stipulated under clause 6.5.
- 5.4.2. All parts of the Bid are to be clearly headed, pages must be sequentially numbered and a detailed table of contents is to be provided.
- 5.4.3. The Bids should follow a consistent numbering system (volumes, sections, headings, paragraphs, sub-paragraphs, etc) that allows for easy cross-referencing, both within the Bid and also in terms of clarification questions, etc.
- 5.4.4. The use of tables and summaries, where appropriate, is encouraged. Bidders are reminded that the information provided will be used to evaluate Bidders as per the evaluation process set out in paragraph 7 of this RFQ&I.

**5.5. Content**

- 5.5.1. The onus is on Bidders to submit all relevant information. Information not submitted cannot and will not be used in the adjudication process. Bidders are nonetheless requested to avoid unnecessary duplication / repetition of information, and not to submit irrelevant information. The sections described below are guidelines for the required content.
- 5.5.2. **Bidders should note that failure to submit the documents listed below or anywhere in this bid document marked with "Minimum Requirements" may result in the DISQUALIFICATION of the Bidder prior to the evaluation of submission and the Bidder shall not be considered for participation in subsequent stages of the competitive bidding process for this specific Bid.**
- 5.5.3. **Bidders are further requested to follow the exact sequence and descriptions of headers for contents, as indicated below.**
- 5.5.4. **Bidders are further requested to compile an index for each file, making use of file dividers between sections.**
- 5.5.5. The matters referred to below shall all be included in the **Technical Response File**.
- 5.5.6. **Cover Letter: :**
- 5.5.6.1. The cover letter should contain the following as a Minimum:
- 5.5.6.1.1. Confirmation of interest to participate in provision of services as described in this RFQ&I.
- 5.5.6.1.2. Commitment to provide Performance bond / guarantee if and when required to do so.
- 5.5.6.1.3. Bidder Identity – The following template should be completed for each separate legal entity / natural person / Sub-Contractor in a Bidding Consortium

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Bidder Identity	
Legal Entity Registered Name:	FIDELITY SECURITY SERVICES (PTY) LTD
Date of first registration:	1957
Entity Registration number:	19971013274107
Entity VAT registration number:	4150170407
Entity Income tax registration number:	9144415842
Country of registration:	South Africa
Role in Bidding Entity:	<Either (lead) consortium/JV member or subcontractor>
Contact details	
Entity Physical address:	100 D Mimosas Rd Heidelberg Roadkoppen
Entity Postal address:	Private Bag 205 Westgate 1734
Entity Office telephone:	086-1234335 or 011-763-9000
Entity Office fax number:	086-625-4561
Contact person name:	Stegmann Farie
Contact person cell phone number:	082-325-6360
Contact person email address:	Stegmann.F@FidelitySecurity.co.za

**5.5.7. Minimum Requirements, Statutory Structure and Compliance Response:**

5.5.7.1. **Declaration:** as per paragraph 1.5.14 of this RFQ&I (format and content as at Annexure B1) – please copy the contents provided onto a company letter head.

5.5.7.2. **Declaration of Interest:** as per format to be completed by all participating consortium members (Annexure B2) – please copy the contents provided onto a company letter head.

5.5.7.3. The Bidder is required, as per paragraphs 1.5.13.3 to submit a copy of the **consortium agreement** (if applicable)

5.5.7.4. The Bidder is required, as per paragraph 5 above, to submit a **marked-up version of the draft Supply Agreement, and a marked-up copy of Annexure A to this RFQ&I**

5.5.7.5. The Bidder is required to confirm that it/he/she has (and if it is a consortium or joint venture, all its members have) no record of legal proceedings against the Bidder in respect of:

- any industry or sector-specific disciplinary proceedings have been initiated by a professional organisation in respect of which the relevant person is a member, are pending, are in process or have been completed as against the Bidder or any natural person member of a Bidder;
- any order of a court of proceedings for the Bidder's insolvency (if the Bidder is a natural person or constituted by natural persons) or, if the Bidder is an Enterprise or constituted by Enterprise members, judicial management, liquidation or winding-up has been granted, or any such proceedings have been initiated, and if so, please provide details thereof, including the current status and the outcome of such proceedings;
- the Bidder or any natural person member of a Bidder or any Enterprise that forms part of a Bidder, or any officer or employee thereof, is currently being prosecuted for or has been convicted of a criminal offence related to the

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conduct of its business or profession and if so, details thereof as well as the outcome or current status thereof;

- d) the Bidder or any natural person member of a Bidder or any Enterprise that forms part of a Bidder is currently or has been engaged in any disputes (whether the dispute is or was being conducted through the court system, through mediation or arbitration, or in any other manner) in respect of the provision of goods or services with any supplier and/or client within the last three years and if so, please furnish details of the nature of such dispute as well as the current status or outcome thereof;
- e) the Bidder or any natural person member of a Bidder or any Enterprise that forms part of a Bidder has suffered a deduction for liquidated or ascertained damages in respect of any contract within the last three years and if so, please furnish details of the reasons for such deductions; and
- f) the Bidder or any natural person member of a Bidder or any Enterprise that forms part of a Bidder has had any contract cancelled or not renewed within the last three years, for failure to perform in accordance with the terms thereof.

**5.5.7.6. Other minimum requirements:**

(MINIMUM REQUIREMENTS – Failure to submit by the Bidding Entity may result in DISQUALIFICATION at the sole discretion of the OC)

- 5.5.7.6.1. **Valid original Tax Clearance certificate(s)** as required in Section 1.5.16.2 of this document.
- 5.5.7.6.2. **Bidder Identity** as required in Section 1.5.16.3 of this document.
- 5.5.7.6.3. **Bid Bond** as required in Section 1.5.16.4 of this document.
- 5.5.7.6.4. **Commitment to provide Performance Bond / Guarantee** as required in Section 1.5.16.5 of this document
- 5.5.7.6.5. **Financial statements** – Failure to submit shall result in a zero score on this element.

**5.5.8. Executive Summary:** (should not exceed 2 (two) pages) containing the following:

- 5.5.8.1. Summary of the salient aspects of the Bid and further motivating the capabilities of the Bidder to address the requirements of the OC.

**5.5.9. Technical Response:**

The Bidder must provide a response guided by the Technical evaluation criteria detailed in Section 6.3 below read in conjunction Section 2 above and Annexure A (attached).

Deleted: 7.3

**5.5.9.1. As a minimum the Technical response must contain the following:**

- 5.5.9.1.1. **Bidding entity / Consortium organogram** clearly indicating each bidding member i.e. lead member, other consortium/JV members (if applicable) and subcontractors (if applicable).
- 5.5.9.1.2. **Roles and Responsibilities matrix** must be provided clearly indicating allocation of responsibilities for each entity:

**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

Roles and responsibilities Matrix			
Provision of STEWARD RECRUITMENT MANAGEMENT SERVICES Other – Bidder to advise	Responsible	Accountable	Consulting only
	Yes	Yes	No

**5.5.9.1.3. Bidding entity profile** (ensure that all **Individual** entities consortium / JV members / sub-contractors) are covered in the following:

- Location of Consortium Lead's head office with full contact details.
- Summary of typical services or activities offered by this company / companies - where required information may be supplemented with brochures and or photos if considered relevant.
- Description of current professional and other personnel (local and or international) that could be made available under this contract with reference to the required levels of staff and skill sets required to successfully deliver this project. Where the Bidder does not have the complete range of personnel required specific mentioned should be made of levels or roles / types not available at present with a short proposed strategy to address any potential shortfall in required numbers of personnel.

CV template to be completed for proposed Annexure G

- Regional footprint:
  - For each South African event location where the Bidding entity can make any of the following facilities available (with specific reference to the locations where the OC requires a footprint as identified in this RFQ&I) – complete the table in full. Bidder may attach photos if deemed relevant. Where the Bidder is unable to make available facilities in each location, specific mention should be made of areas relevant to the various events where facilities is not available at present with a short strategy to address any specific shortfall.

Regional footprint	
Bloemfontein venues	
Bloemfontein	60 Frikke Kransberg Str, East End, Bloemfontein.
Kroonstad	40 Buiteland Str, Kroonstad
QwaQwa	Site 2/47 Mphahlele Str Industrial 2 QwaQwa
Welkom	23 D 12th Str Varsburg East Welkom

- Description of current existing communication and information technology systems (indicating which systems are provided by which consortium members) that could be made available under this contract with specific reference to the following:

**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 In Bloemfontein.**

- o Call centre/help desk,
- o Existing financial systems in terms of payroll for stewards,
- o Existing communications systems/operational and contingency plans
- o Other.

**5.5.9.1.4. Bidding entity relevant experience:**

Bidders are required to complete the template for the following areas:

- a) Full details on relevant experience with specific emphasis on prior similar projects and or key commercial clients where this bidder was responsible for providing a turn-key service.

Bidder may attach no Client reference sites and Company Profile

Bidder is requested to (where possible) attach reference letters from clients, with contact details, confirming role on each project included in submission.

Experience for prior events and or key commercial clients	
Qualification of:	<Name of bidding entity / consortium member / sub-contractor>
Event description:	<Sporting event / conference / similar / key commercial client>
Event date:	
Period of Appointment:	
Client:	<name of company / organisation / organiser >
Client contact person:	<name and surname>
Client contact details:	Tel: (including international dialling codes) E-mail:
Full details of all of Bidder's responsibilities	See item 1.5, 1.9, 1.22.
Bidder's key project resources / personnel:	See Annex A.
Project fees:	

Deleted: PCSF

**5.5.9.1.5. Details on:**

**Understanding of requirements** - The Bidder must clearly indicate its understanding of the requirements of the OC with respect to its **STEWARDS RECRUITMENT & MANAGEMENT SERVICES** requirements as stipulated, normal ongoing activities and event specific activities, the environment in which it operates, legal, statutory and other obligations, freight and transport logistics requirements including material handling, warehousing and storage requirements, other safety requirements, and specifically the risks it faces in respect of each of the aforementioned, in a well structured discussion

Deleted: PCSF

**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

**a) Bidder to propose turn-key solution - covering at least the following:**

- o . Proposed Operational and Contingency Plan
  - a. State any assumptions and/or exclusions
- o **Concept of Operations:**

As part of the SLA a concept of Operations is asked for:

- a. Detailed Project organogram indicating roles and responsibilities
  - b. Detailed services including support
  - c. People Management
    - i. Shifts
    - ii. Movement
    - iii. Skills
    - iv. Stewards
  - d. Call Centre/help desk management
  - e. Processes and procedures of operation
  - f. Communication
  - g. Reporting and Financial management
  - h. Risk management approach
  - i. Standards adhered to (regulatory/industry norms)
  - j. Understanding of the operating costs, linked to an activity, similar to ABC (activity based costing) and management of overheads.
- o **A Concept of Recruitment, Mobilisation, Deployment and Management** is asked for:
    - a. Recruitment process
    - b. Sourcing, screening, interviewing, selection and appointment, etc
    - c. Understanding of the locations
    - d. Flow = experience
  - o Bidder to provide **MS Project plan** covering all aspects, all events for the duration of the contract from award of business to end of FCC schedule. (dates will be provided)

**b) Acceptance of scope of work and risk transferred –**

- o The Bidder is required, in a similar manner as for the draft Supply agreement, **to mark-up Annexure A**, as well as completing **Annexure F** – Risk acceptance matrix, clearly indicating for each risk if it accepts each risk or not, and specifically indicating reasons for risks it does not accept, as well as mitigation strategies for risks accepted.

**5.5.10. Financial Response:**

**5.5.10.1. Financial strength:**

- 5.5.10.1.1. The Bidder must submit the most recent audited annual financial statements of the enterprise for the last 3 (three) financial years for each separate entity participating in this bid. Refer to 1.5.16.6 for further clarification

**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

**5.5.10.2. Pricing:**

- 5.5.10.2.1. Please note that where and if possible the OC may at its discretion provide further guidance and or templates regarding the financial submissions
- 5.5.10.2.2. The OC requires a fully transparent and cost efficient cost structure to be proposed covering all aspects of the setting up and managing of the portfolio of the OC. Preference will be given to fixed fees where applicable and Bidders are advised to be prudently in their structuring as to minimise the ongoing costs to the OC.
- 5.5.10.2.3. The Bidder may propose various options (renting, leasing, other) as aligned with its technical proposal. For each option proposed the Bidder must include all aspects required to offer the service.
- 5.5.10.2.4. As a minimum each model must contain:
  - o Operating costs
  - o Transport costs
  - o Personnel costs including shifts where appropriate
  - o Insurance costs (indicate the Public Liability Cover and attach supporting documentation)
  - o Other SLA related costs
- 5.5.10.2.5. The model(s) must include variable unit costs which can be changed to determine sensitivities (live model)
- 5.5.10.2.6. The models must provide a full cost per event, rolling up to detailed month by month cash flow including a grand total. VAT may only be separately indicated for the monthly/ event totals as well as grand total and may not be included on any other line items.
- 5.5.10.2.7. The rate card must be submitted in MS Excel 2003 format.
- 5.5.10.2.8. Bidders are advised to submit a short financial proposal section (need not be more than 5 pages) in addition to the financial model to further explain, motivate and/or clarify their pricing where deemed necessary.
- 5.5.10.2.9. The Bidder must specify the pricing that will be applicable to the Goods and Services, clearly indicating the extent to which the pricing is, if at all, provisional and/or conditional and if so, providing full details of the conditions / requirements to finalise such pricing.
- 5.5.10.2.10. Pricing for the Goods and Services must be linked to the Technical Specifications set out at Annexure A hereto, in such a way that the OC can ascertain not only the total price for the full complement of the Goods and Services, but the pricing applicable to each component of the Supplies.
- 5.5.10.2.11. In addition, the Bidder must clearly indicate what portion of the total price is in respect of the goods to be supplied in terms of this Tender, and what portion is in respect of the associated services / labour costs.
- 5.5.10.2.12. Where the Bidder is constituted by more than one member (either as a consortium or joint venture, or a main member with subcontractors), the Bidder must also indicate what portion of the total price will be allocated to each member of the Bidder.
- 5.5.10.2.13. Further, the Bidder must warrant to the OC that the pricing is free of any errors or omissions and is able to deliver the contract on the prices quoted.

**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

5.5.10.2.14. Bidders must mark up the draft Supply Agreement attached hereto as Annexure C to indicate whether they agree with or have a counter-proposal as regards the payment mechanism / schedule proposed by the OC in that draft Supply Agreement.

**5.5.11. BEE response:**

5.5.11.1.1. The Bidder is required to provide full and accurate answers to the BEE Questions below (in par 3 of this RFQ&I). Furthermore, Bidders are required to complete **Annexure D** hereto and to provide such supporting documentation as is referred to therein.

**6. EVALUATION CRITERIA AND PROCESS**

**6.1. Introduction**

6.1.1. The OC seeks to ensure that a fair, equitable, transparent, competitive and cost-effective Tender process is conducted.

**6.2. Evaluation Process**

6.2.1. The substantive evaluation process will be conducted by an Evaluation Committee established by the OC, made up of a combination of the OC and external experts in the appropriate fields. Members of the Evaluation Committee will analyse the respective strengths and weaknesses of the Bids as submitted, and thereafter will adjudicate and select the Bidder/s that will be awarded the status of a Preferred and Reserve Bidder/s.

6.2.2. **However, prior to proceeding to a detailed analysis of the strengths and weaknesses of each Bid, the Evaluation Committee will assess each Bid for compliance and completeness, as per MINIMUM REQUIREMENTS clearly marked in the various paragraphs of this RFQ&I.**

6.2.3. **As stated in the MINIMUM REQUIREMENTS, the OC reserves the right to disqualify any Bid that is not compliant and did not fully submit the required documentation with further evaluation and without consideration for further participation in this bid.**

6.2.4. Following receipt by the OC of the Bids, the Bidders may be invited to present their Bids and provide the Evaluation Committee with the opportunity to seek clarifications regarding the Bids.

6.2.5. Bidder/s awarded the status of the Preferred Bidder by the Evaluation Committee will be invited to enter into negotiations with the OC regarding a Supply Agreement on terms and conditions to be agreed.

6.2.6. Bidder/s awarded the status of the Reserve Bidder will be notified of their status as such, with a view to their being invited to enter into negotiations with the OC if and when any of the circumstances described in paragraph 1.2.2.5 of the RFQ&I should occur.

**6.3. Evaluation Criteria**

6.3.1. The RFQ&I Bid Evaluation Criteria are set out below. The Evaluation Criteria fit within broad categories. Within each category listed on the table below the different aspects of the Bids will be allocated a score. In the table below, the Evaluation Criteria are provided to assist the Bidders to improve the quality and robustness of their Bids. The OC reserves the right to



**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

modify the Evaluation Criteria by amending or adding to them, and any such amendments or additions will be notified to the Bidder, in writing via a Briefing Note.

<b>TECHNICAL AND COMPLIANCE</b>	
<b>Understanding</b> - The Bidder's understanding of the provision of services of equal of similar nature.	5
<b>Track record</b> - Bidder's relevant experience or projects of a similar size,	5
<b>Capability to provide full turn-key steward recruitment and management services for Bloemfontein services</b> - Profile indicating the full range, scope of services ordinarily provided by it, and/or its ability to address the needs and requirements of the OC in terms of staffing requirements communication	15
<b>Proposed project delivery approach</b> – Comprehensive Concept of Operations as well as Concept of Deployment, and MS project plan covering all required aspects	25
<b>Acceptance of scope and risks transferred</b>	10
<b>Sub-Total:</b>	<b>60</b>
<b>CRITERIA – FINANCIAL</b>	
<b>PRICE Proposal</b> – The Bidder's proposed fully transparent price proposal(s) covering all aspects in as much detail as possible in accordance with the Bidder's technical proposal.	25
<b>Financial Strength, stability and growth over 3 years</b>	5
<b>Sub-Total:</b>	<b>30</b>
<b>CRITERIA – BEE</b>	
<b>Refer to BEE Scorecard – Annexure D</b>	10
<b>Sub-Total:</b>	<b>10</b>
<b>GRAND TOTAL</b>	<b>100</b>

**The Provision of Steward Recruitment & Management Services for the FIFA Confederations Cup 2009 in Bloemfontein.**

**6.4. Scoring**

- 6.4.1. The main objective of the evaluation and scoring is to objectively and systematically identify the Bid that is the best relative to the other Bids. The total Bid response will be evaluated. In adjudicating the bids, they will be scored under the Evaluation Criteria as set out above, taking all relevant Bid responses into account to determine a score for each criterion.

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**6.4.2. Technical scoring**

6.4.2.1. The Evaluation Criteria will generally be scored on the basis of a points system. A scale of 0 to 10 will be used as illustrated in the table below:

Scoring	
Poor	0 – 2
Medium	3 – 4
Good	5 – 6
Very good	7 – 8
Excellent	9 – 10

6.4.2.2. In allocating the points, both the absolute level of the Bidder's response will be assessed and, most importantly, the relative quality of the response vis-à-vis that of the other Bidders will be assessed. The purpose of this method is to ensure consistency as regards the manner of scoring of each Evaluation Criterion, as between the Bids.

**6.4.3. Financial Scoring**

6.4.3.1. Bidders' overall and fully transparent pricing will be compared considering the extent of full disclosure in extent of costs. The prices presented must be all inclusive (however specifically excluding VAT) and no hidden costs may be proposed, covering all overheads, all personnel fees, all service fees, all warehousing fees, all material and freight transport and management costs, all systems costs, all labour (i.e. no service may be suggested but not costed in the Financial proposal).

6.4.3.2. The pricing evaluation will take into consideration the proposed costs of bidders vs. that of other bidders.

**6.4.4. BEE Scoring**

6.4.4.1. Bidder's overall compliance with the BEE targets will be evaluated. Compliance with any specific target will be determined and scored (i.e. where the target for any given criteria is for example set at 40%, and Bidder can provide verifiable proof of being at 50% in respect of that specific requirement, the bidder will be allocated 100% in respect of that specific criteria.)



## ABBREVIATED COMPANY PROFILE

**Fidelity Security Services (Pty) Ltd**

Registration Number: 1997/013274/07

an EMPOWERDEX Generic Scorecard

**AA**

<b>Level Three Contributor</b>					
Element	EMPOWERDEX Score		Target Score	B-BBEE Analysis	Results
Ownership	A	19.00	20.00	Procurement Recognition Level	110.00%
Control	B	7.21	10.00	Black Ownership	53.58%
Employment Equity	B	10.28	15.00	Black Women Ownership	10.47%
Skills Development	D	5.81	15.00	VAT Number	4150170407
Preferential Procurement	B	15.70	20.00	Value Adding Enterprise	Yes
Enterprise Development	A	15.00	15.00	Issue Date	17 February 2008
Socio-Economic Development	A	5.00	5.00	Expiry Date	17 December 2009
Overall Score	A	78.00	100.00	Operational Capacity	Unconstrained

  
For EMPOWERDEX (Pty) Ltd

17 February 2009  
Date



Shareholders	Equity	Voting Rights	Economic Interest
RMB Corvest	15.00%	15.00%	15.00%
F I Dickerson	15.00%	15.00%	15.00%
Manco Share Trust	15.86%	15.86%	15.86%
New Seasons Investment (Pty) Ltd	25.50%	25.50%	25.50%
Employee Share Trust	3.10%	3.10%	3.10%
Khulani Holdings (Pty) Ltd	25.54%	25.54%	25.54%
Total	100.00%	100.00%	100.00%

## Directors

- **Mr. W Bartmann (Group Chief Executive Officer)**

Mr. Wahl Bartmann served in the defence force as an officer and holds an LLB acquired at RAU.

He has driven the transformation process not only in this company but also in the security industry and is regarded as a captain of industry within Southern Africa

**He is actively involved and promotes a Mentorship Programme in the Fidelity Group**

- **Mr. V. S. Maharaj (Group Financial Director)**

Mr. Venay Maharaj is a Group Financial Director of Fidelity Services Group.

He is a chartered accountant and has several years experience in the Security Industry. He joined the company some 10 years ago and has been part of the growth and innovative changes that has seen the company transformed into what it is today.



	Notes	Current Scorecard	
		Percent	Score
<b>Black Ownership</b>	<b>2</b>		
Exercisable voting rights		53.58%	5.00
Entitlement to economic interest		53.58%	6.00
Ownership fulfilment		Fulfilled	1.00
Net value		53.58%	7.00
Bonus points			-
<b>Black Management and Control</b>	<b>3</b>		
Voting rights of directors - adjusted for gender		33.33%	2.00
Representation amongst the board of directors - adjusted for gender		33.33%	1.33
Representation amongst senior top management - adjusted for gender		25.00%	1.88
Representation amongst other top management - adjusted for gender		50.00%	2.00
Bonus points			-
<b>Black Employment Equity Statistics</b>	<b>4</b>		
Disabled employees represented amongst all employees - adjusted for gender		0.01%	-
Representation amongst senior management - adjusted for gender		31.08%	3.61
Representation amongst middle management - adjusted for gender		25.93%	1.65
Representation amongst junior management - adjusted for gender		52.18%	3.07
Bonus points			-
<b>Skills Development for Black People</b>	<b>5</b>		
Skills development spend - adjusted for gender		1.89%	3.78
Employees on learnerships or similar programmes		0.62%	0.74
<b>Referential Procurement</b>	<b>6</b>		
B-BBEE procurement spend as per the recognition levels		53.63%	16.41
<b>Enterprise Development</b>	<b>7</b>		
Cumulative expenditure on initiatives		19.99%	15.00
<b>Socio-Economic Development</b>	<b>8</b>		
Cumulative expenditure on initiatives		1.41%	5.00
<b>Total</b>			<b>75.47</b>
<b>Contribution Status</b>		<b>Level Three Contributor</b>	
<b>EMPOWERDEX Score</b>		<b>AA</b>	

## About Fidelity Security Services (Pty) Ltd

- o Fidelity Security Services (Pty) Ltd is a 100% subsidiary of Fidelity Security Group.
- o We have attained an "AA" EmpowerDex rating.
- o We are ISO 9000:2000 accredited.
- o Effective 53.58% Black empowered.
- o 3% Employee Trust.
- o Wholly South African owned.

### Company particulars

#### Head Office

Registered Name of firm: Fidelity Security Services (Pty) Ltd

Trading Name of firm: Fidelity Security Services

Postal Address: Private Bag X05  
Westgate  
1734

H.O. Physical Address: 104D Mimosa Road  
Helderkruijn  
Roodepoort  
1724

Telephone: (011) 763 9000

Fax: (011) 768 5034

Company Registration Number: 1997/013274/07

Income Tax Number: 9144415842

VAT Registration Number: 4150170407

Idara Reference: 511174

Bankers: ABSA Bank Limited  
PO Box 782991  
Sandton  
2146

Type of account: Cheque

Account number: 01003773538

Branch code: 331155

Accountants: PriceWaterhouseCoopers Inc

Postal Address: Private Bag X36  
Sunninghill  
2157



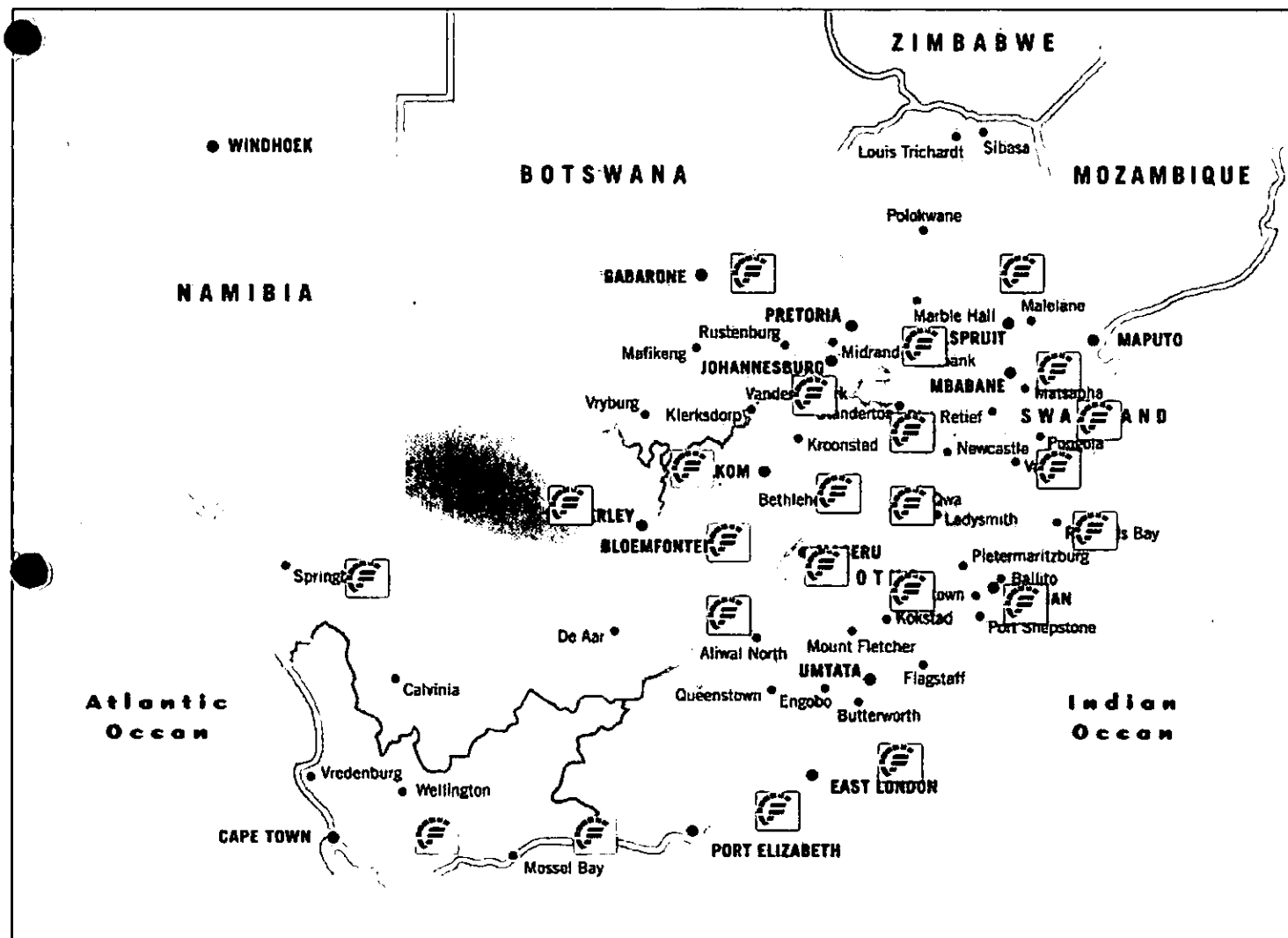


**FIDELITY**  
SECURITY SERVICES

*Contact person:*

Name: Malcolm Stephens  
Telephone: (011) 763 9011  
Fax: (011) 768 4802  
Cell: 083-633-9401  
Email: [malcolms@fidelitysecurity.co.za](mailto:malcolms@fidelitysecurity.co.za)

## National Footprint



Fidelity Security Services (Pty) Ltd Reg. No. 1997/013274/07 – PSIRA Reg. No. 0511174  
Head Office: Fidelity Office Park; 104D Mimosa Str, Helderkruijn, Roodepoort, P/Bag X05, Westgate 1734,  
Tel: 08612 fidelity or 011-763-9000, Fax: (086) 625-4561  
Directors: WJ Bartmann (CEO), VS Maharaj. Company Secretary: GA Raw (Mrs).  
A Member of the Fidelity Security Group

## Human Resources

- 31 000 staff employed Nationally
- Benefits
  - Provident Fund
  - Study Incentives
  - Promotion Opportunities
  - Bonus Scheme
  - HIV & AIDS Policy
  - Training
- Industrial Relations – Union Participation
- Low Staff Turnover
- Pre Employment Qualification
  - Aptitude / Attitude Tests
  - Criminal Checks
  - True Verification testing i.e. Polygraph/Voice Testing
- Mentorship Programs and SETA Accredited Learnership programme



## Training

- Comply with Skills Development Act (i.e. Levy)
- Accredited with SAQA & SETA (Poslec)
- Pilot Project (Training Centre)
- Firearm Legislation Compliant
- Development of Staff
  - Supervisor
  - Managers

### *Training Centers*

- Gauteng – Robertville
- KwaZulu Natal – Scottburgh
- Cape Town
- Mossel Bay

## Logistics

- Fleet of +/- 1541 Vehicles / Fleet Maintenance
- State of the art National Control Room
- Approved by SAPS – comply with new fire-arm legislation
- Quality Management System
- ISO 9000/2000 accredited with annual external evaluation
- Hands on Management and Supervisory support infrastructure
- Excellent insurance cover
- Specialised Investigation & Information Gathering Unit
- Director level involvement
- Strike contingency plan

## Guarding Services

- Armed Security Officers
- Aviation Security
- Banking Security
- Business Park Security
- Gaming & Casino Security
- Industrial Security
- Mining Security
- N.K. P. Security
- Pension Security
- Residential Estate Security
- Retail Security

## Reaction Services

- Access Control System
- Alarms
- CCTV
- Electric Fencing
- Fire Systems
- Installations
- Intercoms
- Remote Monitoring
- Technical Services

## Training & Development

- Learnership Management
- Research & Development
- Skills Development Facilitation
- Specialised Training Courses

## Financial Services

## Parking Management

## Vehicle Tracking

## Risk Analysis

- Investigations
- Site Evaluations
- Truth Verification

## Personal Protection

- Escort
- VIP



**FIDELITY**  
SECURITY SERVICES

## Why Fidelity Security Services?

- **Largest Black Economic Owned Security Company**
- **Increased Management shareholding**
- **Pay strictly in accordance to Legislation**
- **Comprehensive National infrastructure**
- **Full Investigations team and undercover capabilities**
- **Structured insurance cover**
- **Contingency and emergency plan**
- **Training Institutions**
- **Value for money**
- **Integrated security services**
- **Proactive rather than reactive approach**



No. of Certificate

# Share Certificate

No. of Shares

100

Khulani Fidelity Security Services (Proprietary) Limited

Registration No:  
1997/01321407

This is to certify

that FSSS-BEE Security (Proprietary) Limited

of Private Reg X54 Bryanston 2021

is the Registered Proprietor of

DISTINCTIVE NUMBERS		NUMBER OF SHARES
FROM	TO	
INCLUSIVE		100

Fully Paid Shares of R1000000  
each, numbered as per margin inclusive, in the  
above named Company, subject to the Memorandum  
and Articles of Association and the Rules and  
Regulations of the Company.

/Ref No: T1

Given at Bryanston, this Twenty Eighth

day of February 2005

Director

Director

Secretary

EK SERTIFISEER DAT HIERDIE 'N WAHE AFDruk (AFSKRIF) IS VAN DIE  
OORSPRONKLIKE DOKUMENT WAT AANTY Vm WAARNEMING VOORGELE IS.  
EK SERTIFISEER VERDER DAT VOLGENS MY WAARNEMINGS, DAAR NIE 'N  
WYSIGING OF VERANDERING OP DIE OORSPRONKLIKE DOKUMENT  
AANGEBRING IS NIE.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE  
ORIGINAL DOCUMENT WHICH WAS HANDLED TO ME FOR AUTHENTICATION. I  
FURTHER CERTIFY THAT FROM MY OBSERVATIONS AN AMENDMENT OR A  
CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

HANDETEKening / SIGNATURE

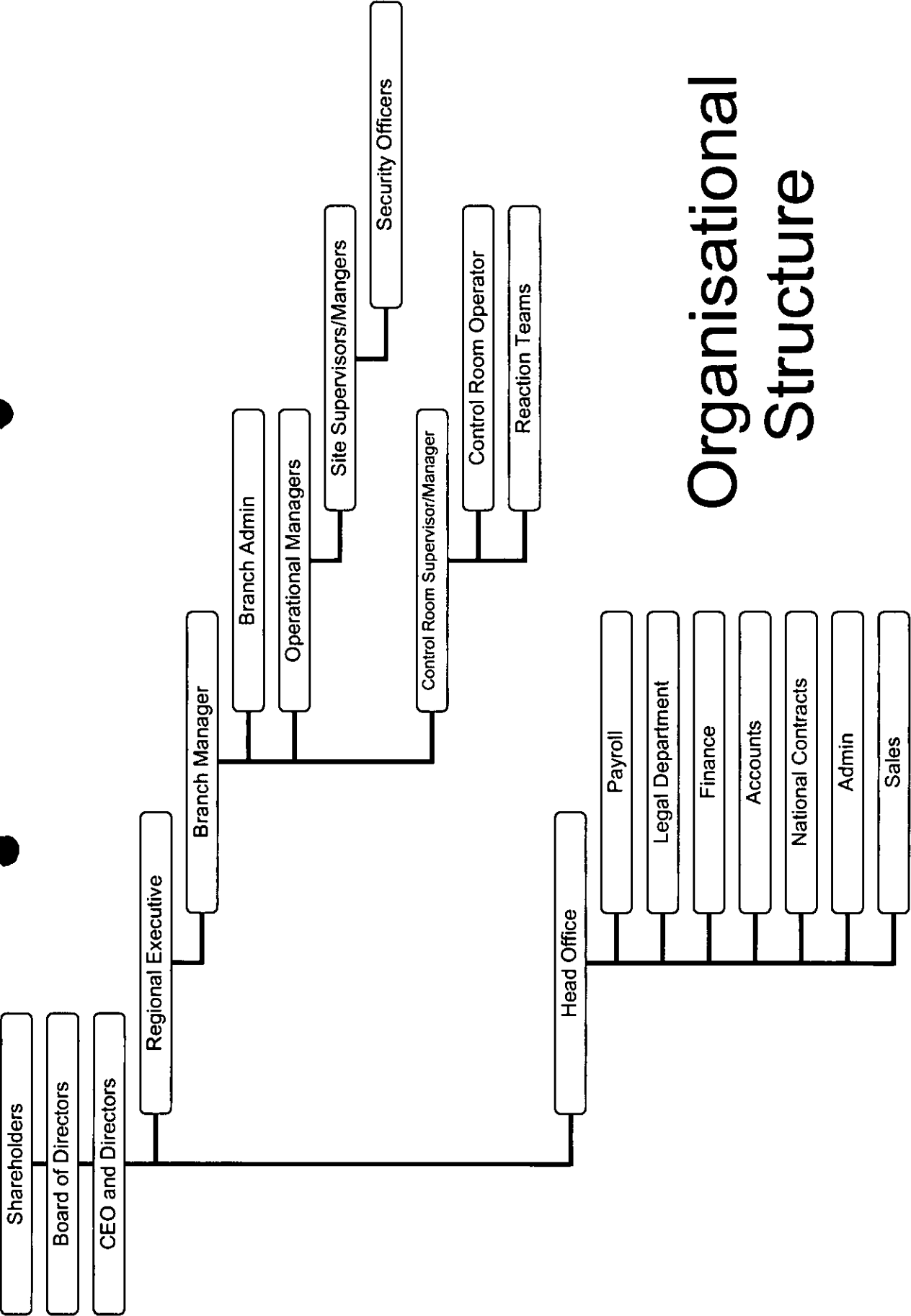
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NAME IN PRINT

DATE/DATE

09/03/08

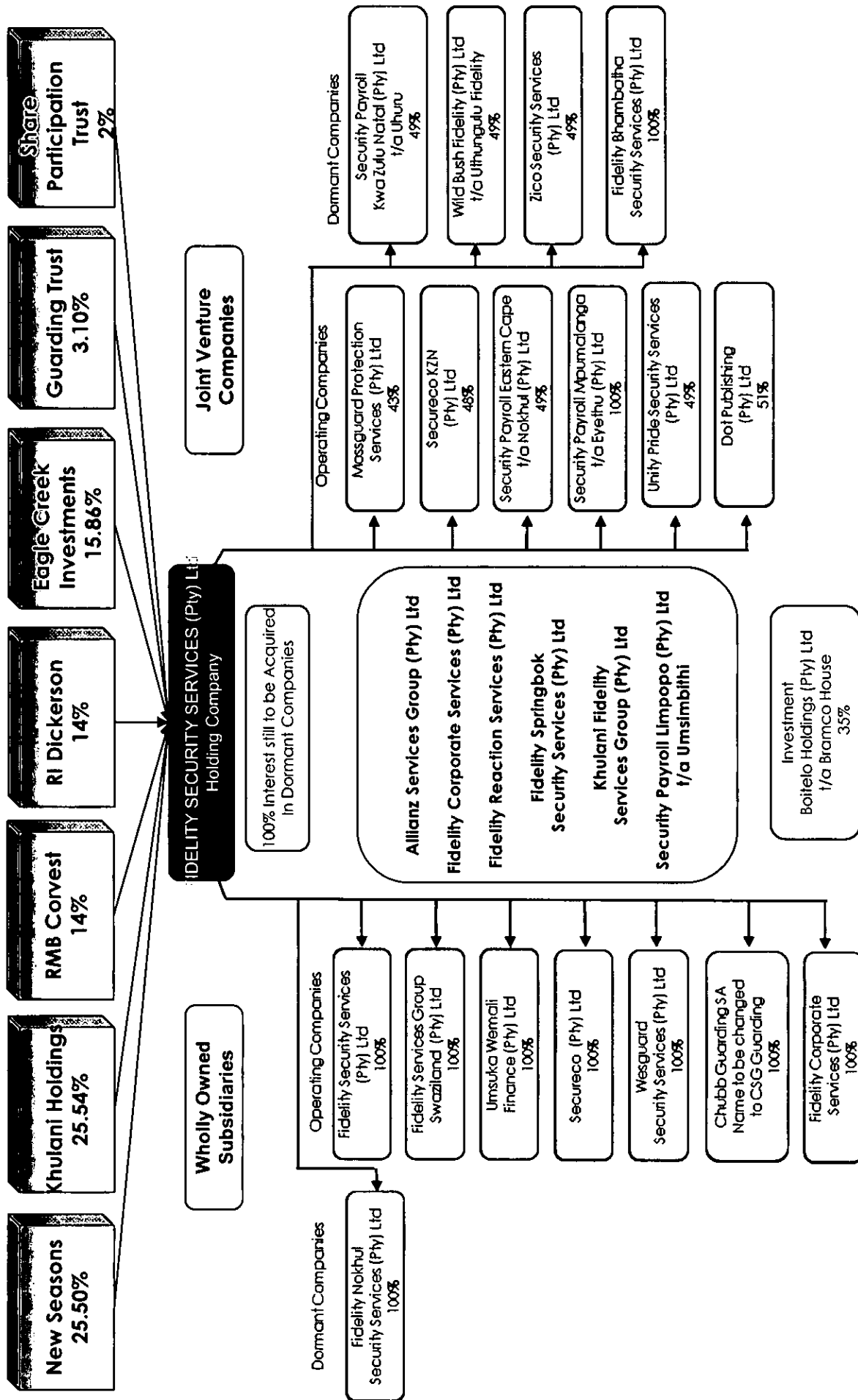
Reuben van der Merwe



# Organisational Structure



# SHAREHOLDING



Republiek van Suid-Afrika  
Maatskappyywet 1973  
(Arlinle 64)

Republic of South Africa  
Companies Act 1973  
(Section 64)

Form/Form CM 1

Registrasienommer van Maatskappy/Registration No. of Company

97 13274 / 07

Sertifikaat van Inlywing  
van 'n Maatskappy met 'n aandeelkapitaal  
Certificate of Incorporation  
of a Company having a share capital

Hierby word gesertifeer dat/This is to certify that

AFRICAN PHASE INTERNATIONAL TRADE (PTY) LTD

vandag ingelyf is kragtens die Maatskappyywet, 1973 (Wet 61 van 1973), en dat die  
Maatskappy 'n maatskappy is met 'n aandeelkapitaal.

was this day incorporated under the Companies Act, 1973 (Act 61 of 1973), and that  
the Company is a company having a share capital.

Geteken en geseël te Pretoria op hede die/Signed and sealed at Pretoria this

12. dag van/day of

August

Eenduisend Negchonderd/

One Thousand Nine Hundred and

INETY SEVEN

  
Registrar of Companies

Seël van die Registrasiekantoor vir Maatskappye.  
Seal of Companies Registration Office.

Hierdie sertifikaat is nie geldig nie, tensy geseël deur die seël van die Registrasiekantoor vir Maatskappye.  
This certificate is not valid unless sealed by the seal of the Companies Registration Office.

97/13274/07

Registration No. of company/Registrasienommer van maatskappy

# Certificate of change of name of company

## Sertifikaat van verandering van naam van maatskappy

This is to certify that/Hierby word gesertifiseer dat

**AFRICAN PHASE INTERNATIONAL TRADE (PTY) LTD**

has changed its name by SPECIAL RESOLUTION and is now called  
sy naam verander het by SPESIALE BESLUIT en nou genoem word

**SECURITAS 1997 (PTY) LTD**

and that the new name has this day been entered in the Register of Companies,  
en dat die nuwe naam op hierdie dag in die Register van Maatskappye aangeteken is.

Signed and sealed at Pretoria, this/Geteken en geseel te pretoria op hede die 21  
day of/dag van November

One Thousand Nine Hundred and/Eenduisend Negenhonderd NINETY SEVEN

Registrar of Companies/Registrateur van Maatskappye

Seal of Companies Registration Office  
Seël van Registratuur van Maatskappye

I certify that this document is a true copy  
of the original which was examined  
by me and that, from my observations,  
the original has not been altered in any  
manner.

CHARLES JOHN METCALFE  
B.A. ALPINE COLLEGE  
JULY CHAIRMAN, 1981  
COMMISSIONER OF GAMES  
DISTRICT SENIOR UNDER  
SECTION 5 (1) OF ACT 10, 1983

Registration No. of company/Registrasienommer van maatskappy

97/13274/07

**Certificate of change  
of name of company**  
**Sertifikaat van verandering  
van naam van maatskappy**

This is to certify that/Hierby word gesertifiseer dat

**SECURITAS 1997 (PROPRIETARY) LIMITED** ✓

has changed its name by SPECIAL RESOLUTION and is now called  
sy naam verander het by SPESIALE BESLUIT en nou genoem word

**FIDELITY INVESTIGATION SERVICES (PROPRIETARY) LIMITED** ✓

and that the new name has this day been entered in the Register of Companies  
en dat die nuwe naam op hierdie dag in die Register van Maatskappye aangeteken is

Signed and sealed at Pretoria, this/ Geteken en gesêl te Pretoria op hede die

15

day of/dag van

Oct

One Thousand Nine Hundred and/Eenduisend Negehonderd

1999

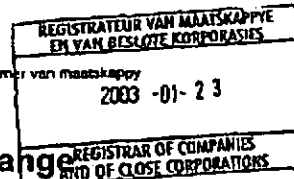
Registrar of Companies/Registrateur van Maatskappye

Seal of Companies Registration Office  
Seel van Registrateur van Maatskappye

I certify that this document is a true copy  
of the original which was examined  
by me and that, from my observations,  
the original has not been altered in any  
manner.

08/09/2005  
CHURCH JOHN METCALFE  
24 ALPINE CLOSE  
KILFENORA, PRETORIA 1931  
COMMISSIONER OF OATHS  
DISTRICT BENCH UNDER  
SECTION 5 (1) OF ACT 14, 1963

Registration No. of company / Registrasienommer van maatskappy  
1897013274/07



**Certificate of change  
of name of company**

**Sertifikaat van verandering  
van naam van maatskappy**

This is to certify that/ky word gesertifiseer dat

Fidelity Investigation Services (Proprietary) Limited

has changed its name by SPECIAL RESOLUTION and is now called  
sy naam verander het by SPECIALE BESLUIT en nou genoem word

Khudani Fidelity Security Services (Proprietary) Limited

and that the new name has been entered in the Register of Companies.  
en dat die nuwe naam op hierdie dag in die Register van Maatskappye aangeteken is.

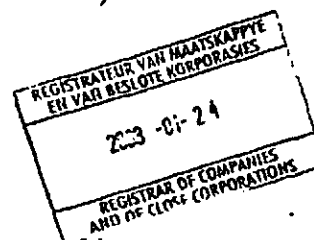
Signed and sealed at Pretoria, this/Geteken en gesêl te Pretoria op hede die \_\_\_\_\_  
day of/dag van \_\_\_\_\_  
Two Thousand and / Twee Duiseend en \_\_\_\_\_

Registrar of Companies/Registraat van Maatskappye

Seal of Companies Registration Office  
Seël van Registratour van Maatskappye

I certify that this document is a true copy  
of the original which was examined  
by me and that, from my observations,  
the original has not been altered in any  
manner.

CHARLES JOHN METCALFE  
AN ALPINE CLERK  
101 FISHMARK BROADWAY, 1601  
COMMISSIONER OF OATHS  
CONTACT DENOM UNDER  
SECTION 1 (1) OF ACT 18, 1993



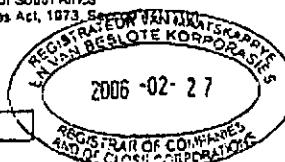
JOE: ERFLOG  
ERFLOUWISSON  
Republic of South Africa  
Companies Act, 1973, Section 44(1) (b)

Form VORM CMB

Republic of South Africa  
Companies Act, 1973, Section 44(1) (b)

Registration No. of company/  
Registrasienommer van maatskappy

1997/013274/07



**Certificate of change of name  
of company**  
**Sertifikaat van verandering van naam  
van maatskappy**

This is to certify that/Hierby word gesertifiseer dat

**Khuleni Fidelity Security Services (Proprietary) Limited**

has changed its name by SPECIAL RESOLUTION and is now called  
sy naam verander het by SPESIALE BESLUIT en nou genoem word

**Fidelity Security Services (Proprietary) Limited**

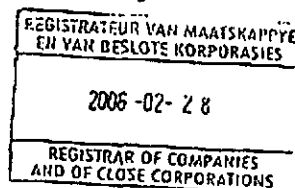
and that the new name has been entered in the Register of Companies,  
en dat die nuwe naam op hierdie dag in die Register van Maatskappye aangeteken is.

Signed and sealed at Pretoria, this/Geteken en gesêl te Pretoria op hede die 28 day of/dag van

February Two Thousand and / Twee Duisend Six

Registrar of Companies/Regisrateur van Maatskappye

Seal of Companies Registration Office  
Seël van Registrateur van Maatskappye



CM29



COMPANIES AND INTELLECTUAL  
PROPERTY REGISTRATION OFFICE

a member of the dtdi group

Date: 11/02/2009

Our Reference: 46446209

GAIL RAW  
E-mail: GAILR@SUPERCARE.CO.ZA  
P O BOX 976  
KYALAMI ESTATE  
1684

**RE: Amendment to Company Information**  
**Company Number: 1997/013274/07**  
**Company Name: FIDELITY SECURITY SERVICES**

We have received a CM29 (Contents of register of directors, auditors and officers) from you dated 11/02/2009.

The CM29 was accepted and placed on file.

The following change was effected:

Surname=BARTMANN  
Full ForeNames=WAHL JUSTICE  
Id No=6306135171085  
Status :ACTIVE Nature of Change=ADDRESS CHANGE

The following change was effected:

Surname=MAHARAJ  
Full ForeNames=VENAY SHAUN  
Id No=7107205036086  
Status :ACTIVE Nature of Change=ADDRESS CHANGE

Yours truly

**Registrar of Companies**

**Please Note:**

The attached certificate can be validated on the CIPRO web site at [www.cipro.co.za](http://www.cipro.co.za).  
The contents of the attached certificate was electronically transmitted to the South African Revenue Services.



COMPANIES AND INTELLECTUAL PROPERTY REGISTRATION OFFICE

Registrar of Companies & Close Corporations

P O BOX 429, PRETORIA, 0001, Republic of South Africa Docex 256, PRETORIA

Call Centre Tel 086 164 3384, Website [www.cipro.co.za](http://www.cipro.co.za), WAP [www.cipro.co.za/mobile](http://www.cipro.co.za/mobile)

**Certificate issued by the Registrar of Companies & Close Corporations on Wednesday, February 11, 2009 04:18**  
**Certificate of Confirmation**



COMPANIES AND INTELLECTUAL  
PROPERTY REGISTRATION OFFICE

a member of the dtdi group

Registration Number 1997 / 013274 / 07  
 Enterprise Name FIDELITY SECURITY SERVICES  
 Enterprise Shortened Name None provided.  
 Enterprise Translated Name None provided.  
 Registration Date 12/08/1997  
 Business Start Date 12/08/1997  
 Enterprise Type Private Company  
 Enterprise Status In Business  
 Financial Year End February  
 Tax Number 9144415842

Main Business/Main Object

Postal Address PRIVATE BAG X5  
WESTGATE  
1734

Address of Registered Office FIDELITY CORPORATE PARK  
104D MIMOSA ROAD  
ROODEPOORT  
JOHANNESBURG  
1724

**Auditors**

Name PRICEWATERHOUSECOOPERS INC  
 Postal Address PRIVATE BAG X36  
SUNNINGHILL  
2157

**Active Directors / Officers**

Surname and first names	ID number or date of birth	Director type	Appoint-ment date	Addresses
RAW, GAIL ALICE	6711270121086	Company Secretary (Natural Person)	12/05/2003	Postal: PRIVATE BAG X54, BRYANSTON, 2021  Residential: 976 DERBY CRESCENT ASCOT VILLAGE, KYLAMI ESTATE EXT 10, 1684
MAHARAJ, VENAY SHAUN	7107205036086	Director	28/01/2003	Postal: PRIVATE BAG X5, WESTGATE, 1734 Residential: 35 CUSSONIA DRIVE, BASSONIA ESTATE, 2061



COMPANIES AND INTELLECTUAL PROPERTY REGISTRATION OFFICE

Registrar of Companies & Close Corporations

P O BOX 429, PRETORIA, 0001, Republic of South Africa Docex 258, PRETORIA

Call Centre Tel 086 184 3384, Website www.cipro.co.za, WAP www.cipro.co.za/mobile



**Certificate issued by the Registrar of Companies & Close Corporations on Wednesday, February 11, 2009 04:18**  
**Certificate of Confirmation**



COMPANIES AND INTELLECTUAL  
PROPERTY REGISTRATION OFFICE

a member of the dtdi group

Registration number **1997 / 013274 / 07**  
 Enterprise Name **FIDELITY SECURITY SERVICES**

**Active Directors / Officers**

Surname and first names	ID number or date of birth	Director type	Appoint-ment date	Addresses
BARTMANN, WAHL JUSTICE	6306135171085	Director	01/07/1999	Postal: PRIVATE BAG X5, WESTGATE, 1734 Residential: 279 GANSE-NES STREET, FEATHERBROOKE ESTATE, MULDERSDRIF, KRUGERSDORP, 1739



COMPANIES AND INTELLECTUAL PROPERTY REGISTRATION OFFICE.

Registrar of Companies & Close Corporations

P.O. BOX 429, PRETORIA, 0001, Republic of South Africa Docen 256, PRETORIA

Cell Censor Tel 085 184 3384, Website www.cipro.co.za, WAP www.cipro.co.za/mobile

**CM29****Contents of register of directors, auditors and officers**

Companies Act 1973, Sections 216(2), 276, 322(1) 325(1), 322(1) and 327(1)

Name of Company	FIDELITY SECURITY SERVICES
Registration Number of Company	1997 / 013274 / 07

**Statement**

I, **GAIL RAW** state that, the written consent of the directors or officers whose names appear in this return have been obtained on a duly completed form CM 27, and that according thereto, the directors or officers are not disqualified under section 218 or 219.

**Director, Officer or Local Manager**

Surname	BARTMANN		
Full forenames	WAHL JUSTICE		
ID/Passport Number	6306135171085	Birth Date	13 JUNE 1963
Nationality	SOUTH AFRICA		
	<input checked="" type="checkbox"/> RSA Resident		
Date of Appointment	01 JULY 1999		
Occupation	BUSINESSMAN		
Designation	DIRECTOR		
<b>Residential Address</b>		<b>Business Address</b>	
279 GANSE-NES STREET		FIDELITY CORPORATE PARK	
FEATHERBROOKE ESTATE		104D MIMOSA ROAD	
MULDERSDRIF		ROODEPOORT	
KRUGERSDORP		JOHANNESBURG	
1739		1724	
<b>Postal Address</b>		<b>Nature of Change</b>	
PRIVATE BAG X5		ADDRESS CHANGE	
WESTGATE			
1734			
Effective Date of this changes	1 JULY 1999		
Status Change	ACTIVE		

**Director, Officer or Local Manager**

Surname	MAHARAJ		
Full forenames	VENAY SHAUN		
ID/Passport Number	7107205036086	Birth Date	20 JULY 1971
Nationality	SOUTH AFRICA		
	<input checked="" type="checkbox"/> RSA Resident		
Date of Appointment	28 JANUARY 2003		
Occupation	BUSINESSMAN		
Designation	DIRECTOR		

<b>Residential Address</b>		<b>Business Address</b>	
35 CUSSONIA DRIVE		FIDELITY CORPORATE PARK	
BASSONIA ESTATE		104D MIMOSA ROAD	
		ROODEPOORT	
		JOHANNESBURG	
2061		1724	
<b>Postal Address</b>		<b>Nature of Change</b>	
PRIVATE BAG X5		ADDRESS CHANGE	
WESTGATE			
1734			
<b>Effective Date of this changes</b>		23 JANUARY 2003	
<b>Status Change</b>		ACTIVE	

**Secretary** ...Click here to expand / collapse

<b>Company Secretary</b>	COMPANY SECRETARY (NATURAL PERSON)		
<b>Surname/Name of Partnership/body corporate</b>	RAW		
<b>Full forenames</b>	GAIL ALICE		
<b>ID/Passport Number</b>	6711270121086	<b>Birth Date</b>	27/11/1967
<b>Nationality</b>	SOUTH AFRICA		
	<input checked="" type="checkbox"/> RSA Resident		
<b>Date of Appointment</b>	12/05/2003		
<b>Business Address</b>	<b>Residential Address</b>		
FIDELITY OFFICE PARK	976 DERBY CRESCENT ASCOT VILLAGE		
170 GROSVENOR ROAD	KYALAMI ESTATE EXT 10		
BRYANSTON			
2021	1684		
<b>Postal Address</b>			
PRIVATE BAG X54			
BRYANSTON			
2021			

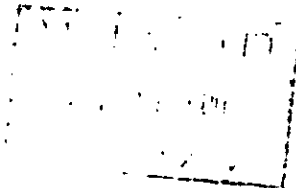
**Auditor** ...Click here to expand / collapse

<b>Auditor Name</b> PRICEWATERHOUSECOOPERS INC	
<b>Profession Number</b>	
927317A	
<b>Situation of Office</b>	<b>Postal Address</b>
	PRIVATE BAG X36
	SUNNINGHILL

<div></div> <div></div> <div></div>	<div></div> <div></div> <div>2157</div>
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APPOINT NEW

LODGE CM29



NAAM VAN KORPORASIE  
NAME OF CORPORATION

EVENT PARTNERS SA

REGISTRASIENOMMER  
REGISTRATION NUMBER

SA Companies Registration O  
EVENT PARTNERS S A  
2002/056573/23

LEDE / MEMBERS

Ek/Ons\* die lid/lede\* wie se naam/name\* op hierdie stigtingsverklaring aangeteken is, bevestig deur my/ons\* handtekening(e)\* die handtekening(e)\* van my/ons\* gevolmagtigde(s)\* hiertoe dat die besonderhede hierin vervat, korrek is en versoek die inlywing van die korporasie (volmag aangeheg indien van toepassing).

\*Skrap wat nie van toepassing is nie.

I/We\* the member(s)\* whose name(s)\* is/are\* recorded on this founding statement, confirm by my/our\* signature(s)\* the signature(s)\* of my/our\* proxy(ies)\* hereto that the particulars stated herein are correct and request the registration of the corporation (power of attorney attached if applicable).

\*Delete which is not applicable.

VIR SLEUTEL TOT BESONDERHEDE, KYK NOTA 6 OP KEERSY VAN BLADSY 2  
FOR KEY TO PARTICULARS SEE NOTE 6 ON REVERSE SIDE OF PAGE 2

1	(a)	MJO															
	(b)	KHAYA															
2	(i)	6	3	1	1	1	8	5	6	0	2	0	8	8			
2	(ii)											3	100	%			
4												R	100				
5		86 A MONS STREET OBSERVATORY JOHANNESBURG 2001															
6		SAME AS ABOVE															
7		KS										8					

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# CLOSE CORPORATIONS ACT, 1984

Sections 12, 13, 14, 24, 27, 29, 47 and 60  
Regulations 2, 5 and 17

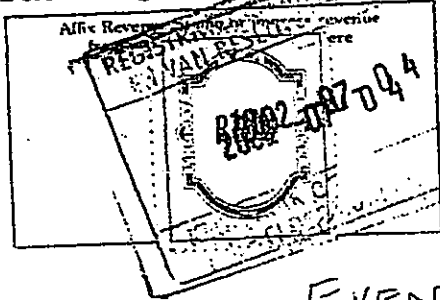
CK1

12640795

## FOUNDING STATEMENT

To be lodged in triplicate

Before filling in the form, first take note of the notes on the reverse side of page 2. Complete name 1: only.



REGISTRATION NUMBER  
OF CORPORATION

SA Companies Registration O  
EVENT PARTNERS SA  
2002/056573/23

Full name of corporation EVENT PARTNERS SA

Literal translation of name (if applicable)

Shortened form of name (if applicable)

Description of principal business EVENTS MANAGEMENT

Number of members ONE

Date of end of financial year FEBRUARY

Aggregate members' contribution R 100 - 00

Postal address 86 A MONS STREET

OBSERVATORY JOHANNESBURG 2001

Address of registered office (not post office box) SAME AS ABOVE

Name and postal address of accounting officer A KHOTA

P.O. BOX 2338 PRETORIA 0001

Attach written consent to appointment

Full name of recognised profession of accounting officer CFA (SA)

Membership/practice No 004799

### CERTIFICATE OF INCORPORATION

The founding statement has been registered and the corporation has been incorporated on

2002-07-19

The above-named corporation has been converted from company:

(Reg No

Date Processing  
Classification  
Recorded

NAAM VAN KORPORASIE  
NAME OF CORPORATION

EVENT PARTNERS SA

REGISTRASIENOMMER  
REGISTRATION NUMBER

SA Companies Registration O  
EVENT PARTNERS S A  
2002/056573/23

LEDE / MEMBERS

Ek/Ons\* die lid/lede\* wie se naam/name\* op hierdie stigtingsverklaring aangeteken is, bevestig deur my/ons\* handtekening(e)\* / die handtekening(e)\* van my/ons\* gevolmagtigde(s)\* hiertoe dat die besonderhede hierin vervat, korrek is en versoek die inlywing van die korporasie (volmag aangeheg indien van toepassing):  
\*Skrap wat nie van toepassing is nie.

I/We\* the member(s)\* whose name(s)\* is/are\* recorded on this founding statement, confirm by my/our\* signature(s)\* / the signature(s)\* of my/our\* proxy(ies)\* hereto that the particulars stated herein are correct and request the registration of the corporation (power of attorney attached if applicable).  
\*Delete which is not applicable.

VIR SLEUTEL TOT BESONDERHEDE, KYK NOTA 6 OP KEERSY VAN BLADSY 2  
FOR KEY TO PARTICULARS SEE NOTE 6 ON REVERSE SIDE OF PAGE 2

1	(a)	MJO															
	(b)	KHAYA															
2	(i)	6	3	1	1	1	8	5	6	0	2	0	8	8			
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4												R	100				
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6		SAME AS ABOVE															
7		KS										8					

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# CLOSE CORPORATIONS ACT, 1984

Sections 12, 13, 14, 24, 27, 29, 47 and 60  
Regulations 2, 5 and 17

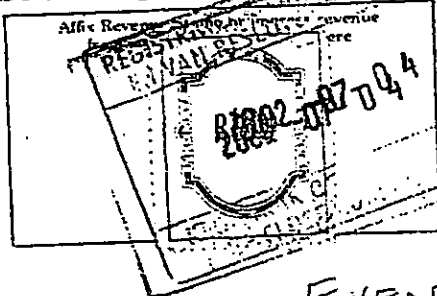
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12640795

## FOUNDING STATEMENT

To be lodged in triplicate

Before filling in the form, first take note of the notes on the reverse side of page 2. Complete name: only.



REGISTRATION NUMBER  
OF CORPORATION

SA Companies Registration Office  
EVENT PARTNERS S A  
2002/056573/23

Full name of corporation EVENT PARTNERS S A

Literal translation of name (if applicable)

Shortened form of name (if applicable)

Description of principal business EVENTS MANAGEMENT

Number of members ONE

Date of end of financial year FEBRUARY

Aggregate members' contribution R 100 - 00

Postal address 86 A MONS STREET

OBSERVATORY JOHANNESBURG 2001

Address of registered office (not post office box) SAME AS ABOVE

Name and postal address of accounting officer A KHOZA

P.O. BOX 2338 PRETORIA 0001

Attach written consent to appointment

Full name of recognised profession of accounting officer CFA (SA)

Membership/practice No 004799

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Recorded



NAAM VAN KORPORASIE  
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REGISTRASIENOMMER  
REGISTRATION NUMBER

SA Companies Registration O  
EVENT PARTNERS S A  
2002/056573/23

LEDE / MEMBERS

Ek/Ons\* die lid/lede\* wie se naam/name\* op hierdie stigtingsverklaring aangeteken is, bevestig deur my/ons\* handtekening(e)\* / die handtekening(e)\* van my/ons\* gevolmagtigde(s)\* hiertoe dat die besonderhede hierin vervat, korrek is en versoek die inlywing van die korporasie (volmag aangeheg indien van toepassing).  
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\*Delete which is not applicable.

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# CLOSE CORPORATIONS ACT, 1984

Sections 12, 13, 14, 24, 27, 29, 47 and 60  
Regulations 2, 5 and 17

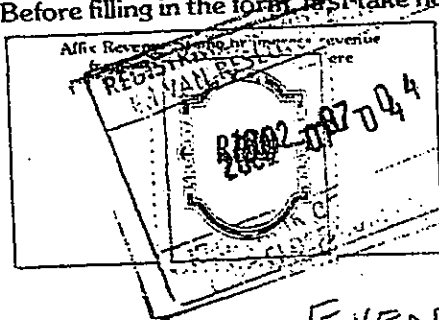
CK1

12640795

## FOUNDING STATEMENT

To be lodged in triplicate

Before filling in the form, first take note of the notes on the reverse side of page 2. Complete name: only.



REGISTRATION NUMBER  
OF CORPORATION

SA Companies Registration Office  
EVENT PARTNERS S A  
2002/056573/23

Full name of corporation EVENT PARTNERS S A

Literal translation of name (if applicable)

Shortened form of name (if applicable)

Description of principal business EVENTS MANAGEMENT

Number of members ONE

Date of end of financial year FEBRUARY

Aggregate members' contribution R 100 - 00

Postal address 86 A MONS STREET

OBSEVATORY JOHANNESBURG 2001

Address of registered office (not post office box) SAME AS ABOVE

Name and postal address of accounting officer A KHOZA

P.O. BOX 2338 PRETORIA 0001

Attach written consent to appointment

Full name of recognised profession of accounting officer CFA (SA)

Membership/practice No 004799

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2002-07-19

The above-named corporation has been converted from company:

(Reg No

Data Processing  
Classification  
Recorded





South African Revenue Service  
Suid-Afrikaanse Inkomstediens  
Uphiko lwezimali Ezingenayo eNingizimu Afrika  
Tirelomatlotlo ya Afrika-Borwa

Tax Clearance Certificate Number  
0071/1/2008/0001628777

## Tax Clearance Certificate - Tender

### Enquiries

0860 12 12 18

### Approved Date

2008-05-15

### Expiry Date

2009-05-15

Trading Name

FIDELITY SECURITY SERVICES (PTY) LTD

Legal Name

FIDELITY SECURITY SERVICES (PTY) LTD

Identity Number/ Passport Number

Company Registration Number

1997/013274/07

Income Tax Reference Number

9144415842

VAT/Diesel Registration Number

4150170407

PAYE Registration Number

7720729328

SDL Registration Number

L720729328

UIF Registration Number

U720729328

It is hereby confirmed that, on the basis of the information at my disposal, the above-mentioned taxpayer has not contravened the provisions of Income Tax Act (1962), Value Added Tax Act (1991), Employees Tax (PAYE as contained within the Income Tax Act 1962), Skills Development Levies Act (1999) or Unemployment Insurance Contributions Act (2002), as at date of this certificate.

This Certificate is Valid for a period of 1 (One) Year from the date of approval.

Verification of this certificate can be done at any SARS Revenue office nationwide.

Photo copies of this certificate are not valid.

SARS reserves the right to withdraw this certificate at any time should any taxes, levies or duties become due and outstanding by the above taxpayer during the one year period for which the certificate is valid.

*This certificate is issued free of charge by SARS.*



South African Revenue Service  
Suid-Afrikaanse Inkomstediens  
Uphiko lwezimali Ezingenayo eNingizimu Afrika  
Tirelomatlotlo ya Afrika-Borwa

Tax Clearance Certificate Number  
**0084/1/2008/0001750483**

## Tax Clearance Certificate-Tender

Enquiries  
0860 12 12 18

Approved Date  
2008-10-13

Expiry Date  
2009-10-13

Trading Name

EVENT PARTNERS SA

Legal Name

EVENT PARTNERS S A CC

Identity Number/ Passport Number

Company Registration Number

2002/056573/23

Income Tax Reference Number

9704146142

VAT/Diesel Registration Number

PAYE Registration Number

7540754852

SDL Registration Number

L540754852

UIF Registration Number

U540754852

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**HM Revenue  
& Customs**

**Large Business Service  
Corporation Tax  
Regian House  
James Street  
Liverpool  
L75 1AE**

To Whom It May Concern

**Tel 0151 242 8782**

**Fax 0151 242 8046**

**Email [alison.hegarty@hmrc.gsi.gov.uk](mailto:alison.hegarty@hmrc.gsi.gov.uk)**

**Date 19 June 2008**

**[www.hmrc.gov.uk](http://www.hmrc.gov.uk)**

**Our Ref**

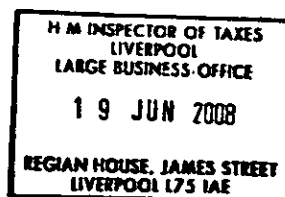
**Your Ref**

**CERTIFICATE OF UNITED KINGDOM RESIDENCE  
CAPITA SYMONDS LTD  
UTR: 92600 02632**

HM Revenue & Customs hereby confirms that the group known as Capita Symonds Ltd (UK tax reference number 92600 02632), whose principal place of business is 2<sup>nd</sup> Floor, Dean Bradley House, 52 Horseferry Road, London SW1P 2AF fulfils its obligations to pay Corporation Tax, Employer Tax, VAT and social security contributions in the United Kingdom.

**Official Stamp of UK Tax Authority**

  
**Alison Hegarty  
HM Inspector of Taxes**



**Place: Liverpool Date: 19 June 2008**

**Information is available in large print, audio tape and Braille formats.  
Type Talk service prefix number - 18001**

**Head of Direct Taxes: John Johnston**



**INVESTOR IN PEOPLE**





## TRACK RECORD

### Recruitment and selection

Fidelity Security Service has started numerous turn key operations nationally during the past 15 years and has the ability, capacity and resources to recruit and select at any venue in the country. At the Bloemfontein venue we will be able to the Fidelity branch infrastructure but is also able to recruit from the following alternative venues:

- Show grounds
- Local community halls and schools
- Place 4 marquee tents at a central venue and place an Office caravan for support – see picture below.

Fidelity has the ability to erect tents or place office support caravans at any of the abovementioned venues to commence interviews.

The turn key recruitment operation for the mentioned Stewards has been done by Fidelity and we have the following contactable examples:

- South African Custodial Management – One of the Private maximum Prisons in Makhado where Fidelity has recruited more than 400 Custodial Officers since 2002.
- Department of Justice where we secured a national contract and had to recruit and select in excess of 3000 Officers on a national basis.
- Department of Home Affairs, similar in size to the above example.
- National Post Office contract with similar staffing numbers and various others to mention just a few.
- The Group manages daily postings in excess of 22 000 officers daily and have extensive logistical support structures. See item 1.6 client reference letters.



## **Event Partners SA**

It is a company that offers fully trained Stewards in Occupational Health and Safety and Events Management.

## **Background:**

South Africa post 1994, has increasingly been the host of world status events ranging from sport, social, economical, political and other arenas. This included the Rugby World Cup, Cricket, African Cup of Nations and also not least, includes the FIFA Confederations Cup and 2010 FIFA World Cup etc.

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Its director visited South Africa after the Ellis Park disaster and met Prominent SA Sport Administrators, Danny Jordan (CEO of SAFA and LOC), Dr Ali Backer (Former executive director of cricket board, Mr. Gideon Sam, Mr. Banele Sindani, Mr. Learnard Chueni and Songezo Nayo.

The objectives of this meeting was to introduce a new concept in the country of an Occupational, Health and Safety and Management in Events (Stewardship).

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Mobile: + 083 383 8162

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NBS Building  
Office M1  
East London  
5200

Contact us: 253 Zambia Street  
Vulindlela Village  
Coega  
Port Elizabeth

Contact us: P.O. Box 2  
Port St. Johns  
5120  
Tel/Fax: 047 564 1988

## **Mission Statement:**

Committed to continuously provide a service that would always exceed the clients expectations.

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To be a leading Service provider of professionally trained Occupational Health and Safety Management Stewards at events on the African Continent.

## **Services Provided:**

- Specialized training on stewardship
- Recruitment and Deployment of Stewards on events
- Project and Human Management Capacity
- Conduct Assessments of stewards with an outcome of Portfolio of evidence
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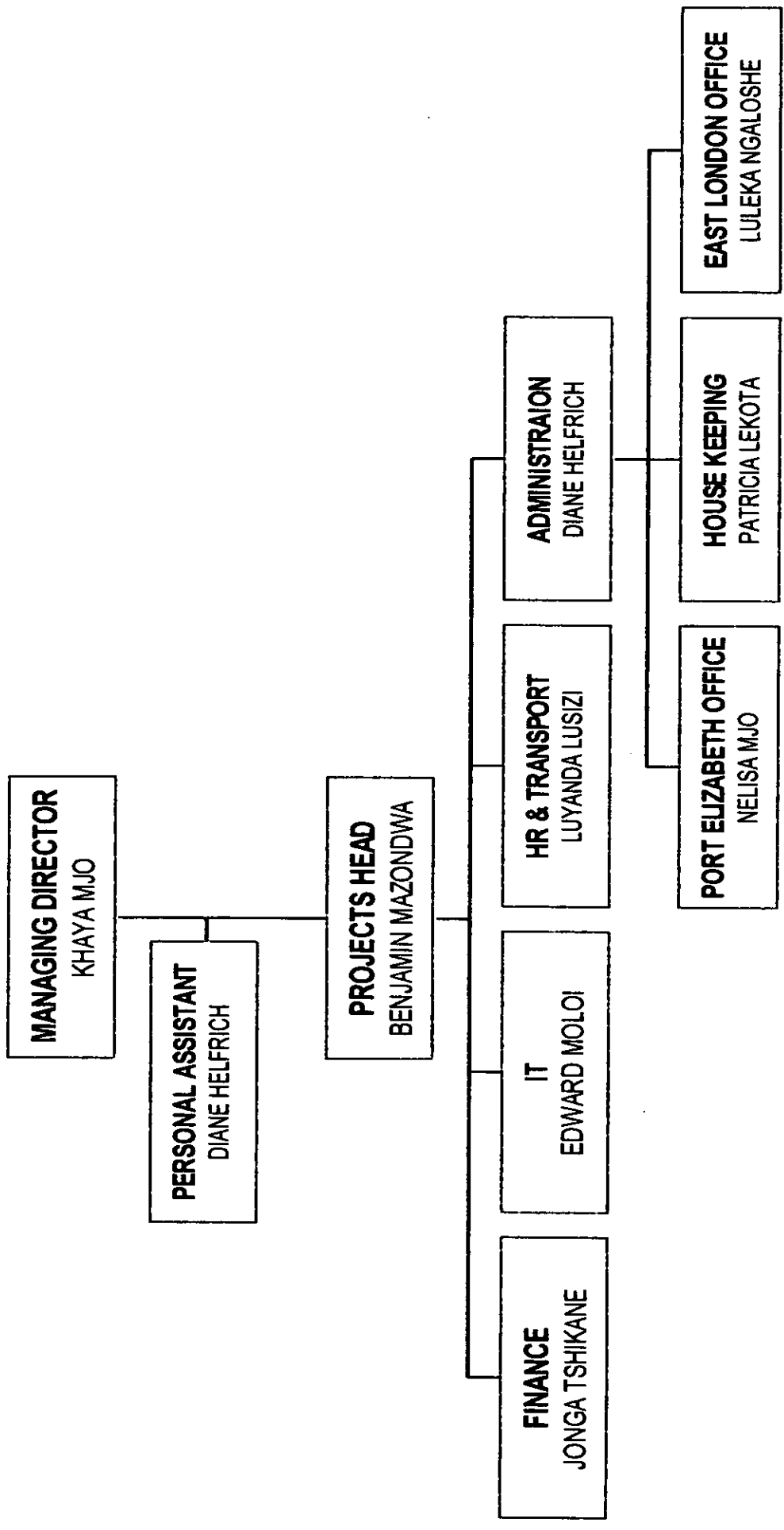
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# EVENT PARTNERS ORGANOGRAM



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The Managing Director (Mr. Khaya Mjo) played an important role in the formation of South African National Sports Commission of which he was a member. In the five years he served in the structure, he served in many aspects of sport, ranging from sports development and management to corporate service administration. He was project Manager in the 7<sup>th</sup> All Africa Games in Johannesburg.

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**Business:** Served in the Board of Directors of Lifeguards Africa (Pty) Ltd. (Business wing of S.A. Lifesaving), founder and owner of Khulile Sports Enterprise, currently serving Board of Information, Communication and Technology Alliance (Pty) Ltd and current Chairman of Suzanne Weil and Associates.

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Event Partners SA approach is to bring in a different and systematic approach to deal with all the needs and challenges of any event ranging from:

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- Recreational Festivals such as the beer festival
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- Rallies

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## Previous involvement of Event Partners SA in Stewardship:

### Subsequent to Ellis Park Disaster:

- A study was conducted by an International Company Simmonds(our counterparts in UK)
- A commission of inquiry was appointed in South Africa to investigate the cause.

### Results:

- The “stick , combat and control” approach which is used by the security personnel in Ellis Park and South African events in general is not adequate and especially when faced with an emergency.
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### Training of Facilitators:(Train the trainer)

Before the training started we received endorsements from SAFA , UCB , ASA , SSA and SARFU.

Event Partners SA together with Simmonds in conjunction with the Department of sport managed to source funds from the British government to train the Facilitators that would be responsible for the training of Stewards. Richard Limb lead the UK team of trainers.(all from UK)

Three provinces were targeted to start the pilot project , namely Gauteng , Eastern Cape and Western Cape. The training was conducted by Richard Limb (Director of Leisure Safety UK).More than 120 Facilitators were successfully trained and accredited through Simmonds which is an accredited company from the UK.

Accreditation had to be done through Simmonds because at that time there was no programme or training material available in South Africa. All the training was done in conjunction with the three Provincial departments of sport.

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## Course Content:

- Definition of Security Officer Role and Tasks
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- Entertainment Safety/Security and the Law
- Risk Management and Sports Hazards
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- First Aid
- Fire Safety and Fire Precautions
- Emergency Planning and Evacuation
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- Crowd Control and Safety
- Social and Communication Skills
- Job Knowledge
- Personal Tips
- Crowd Behavior , Control and Management
- Search Techniques

Throughout the training we had officials from the department of Sport Nationally and three provinces namely Gauteng , Eastern Cape and Western Cape.

This programme because it was new at the time in South Africa ,attracted a lot of attention from various sporting codes administrators ,who were part of the programme from start to finish , to name but a few Lean Laurence who was a head of education in the Department of Sport and Mr. Gideon Sam who is the current President of SASCO , Mr. Nkwinti from the Eastern and Mr. Bernet Bailey from the Western Cape.

**NB:** 1)Attached please find the list of names of people that have been successfully trained and accredited in this Training Programme.

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## **ACCREDITATION:**

A Copy right agreement was reached between Simmonds and Event Partners SA together with the sports Commission for the conversion of their manuals (UK) to suit the South African needs. Subsequent to this agreement we brought experts on board for the conversion.

Because the programme was new in South Africa at the time  
We started the process of accreditation with THETA and this process took very long because THETA did not have the unit standards for Event Management at the time.

Due to the Safety element involved in the events management, we were advised to forward our application with SASSETA and that is still in progress. All of this has taken us more than three years.

Event Partners SA has long been involved in the development of resource material for the programme of fully trained stewards in Occupational Health Safety and Events Management. On request Event Partners SA can make the material available to you.

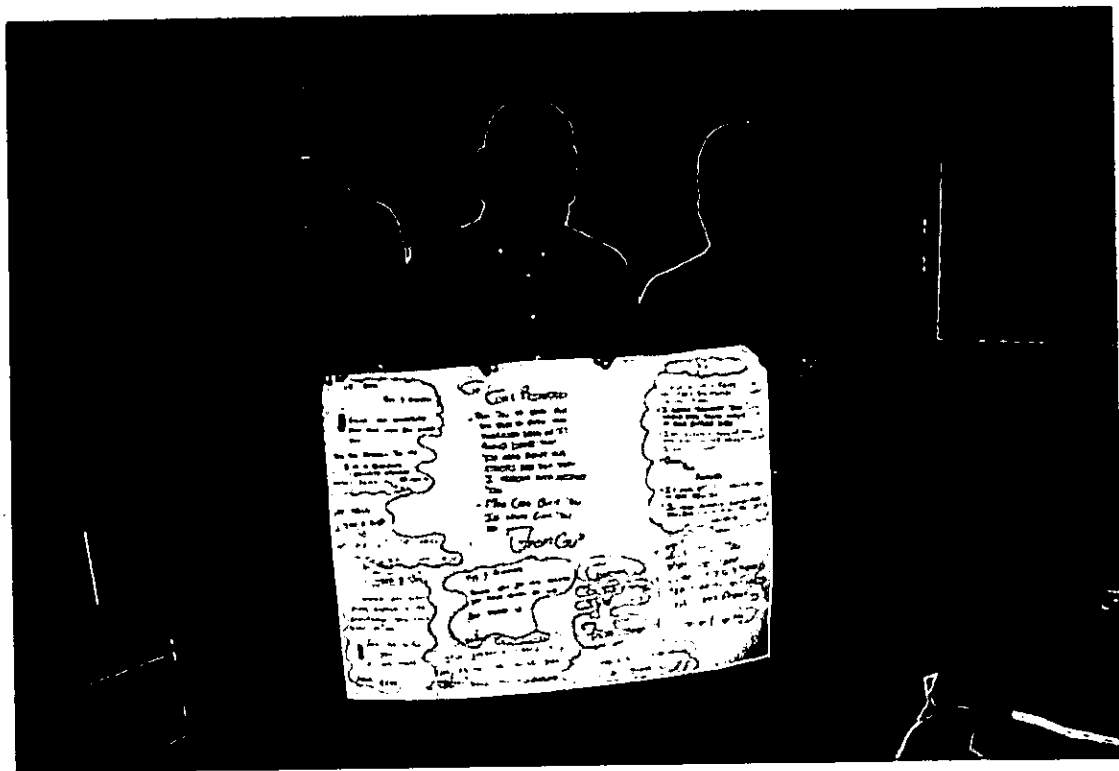
310

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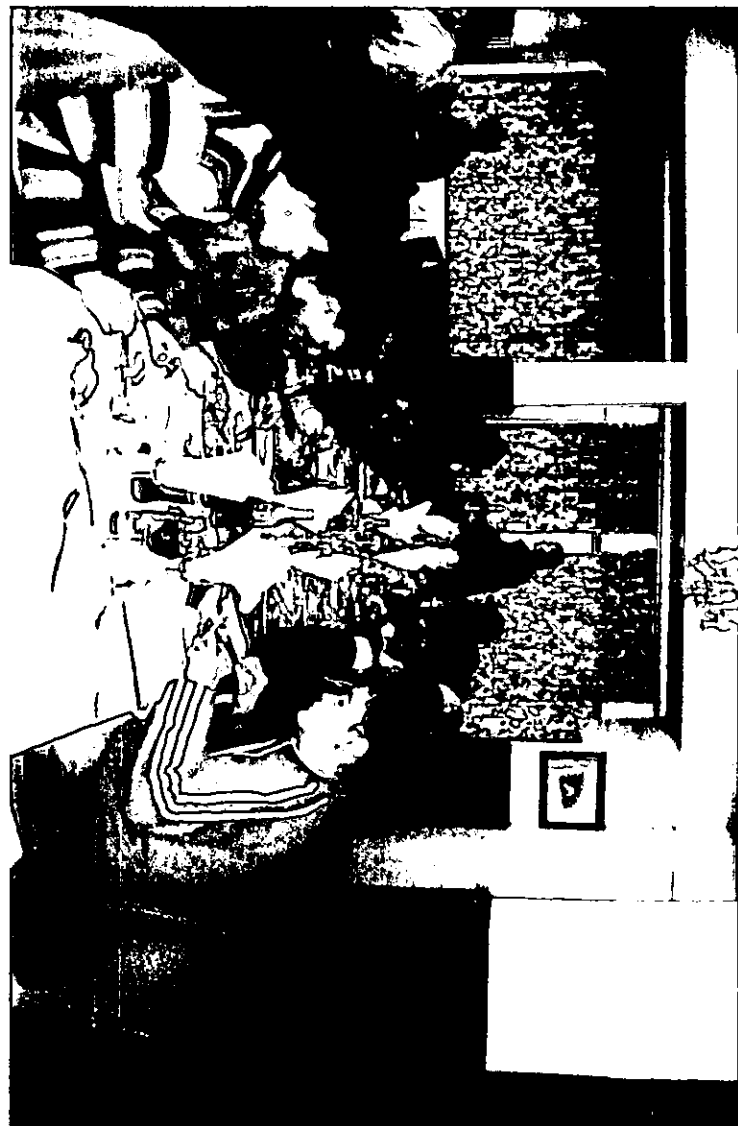
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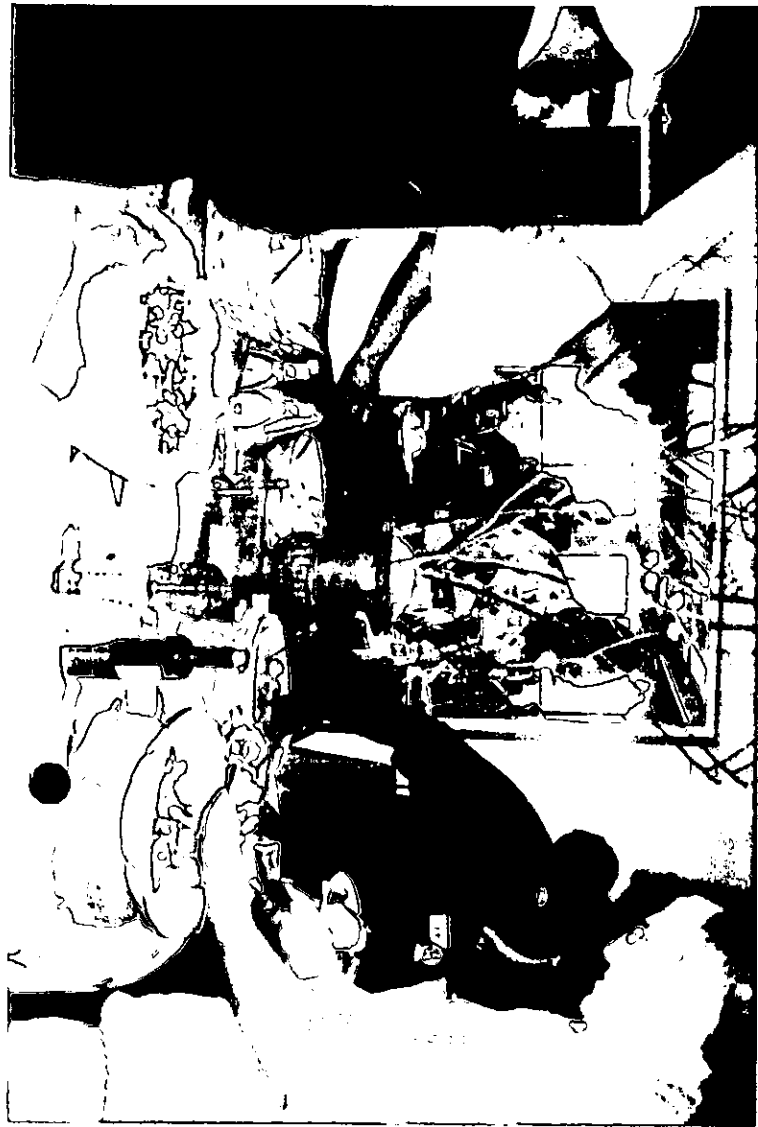


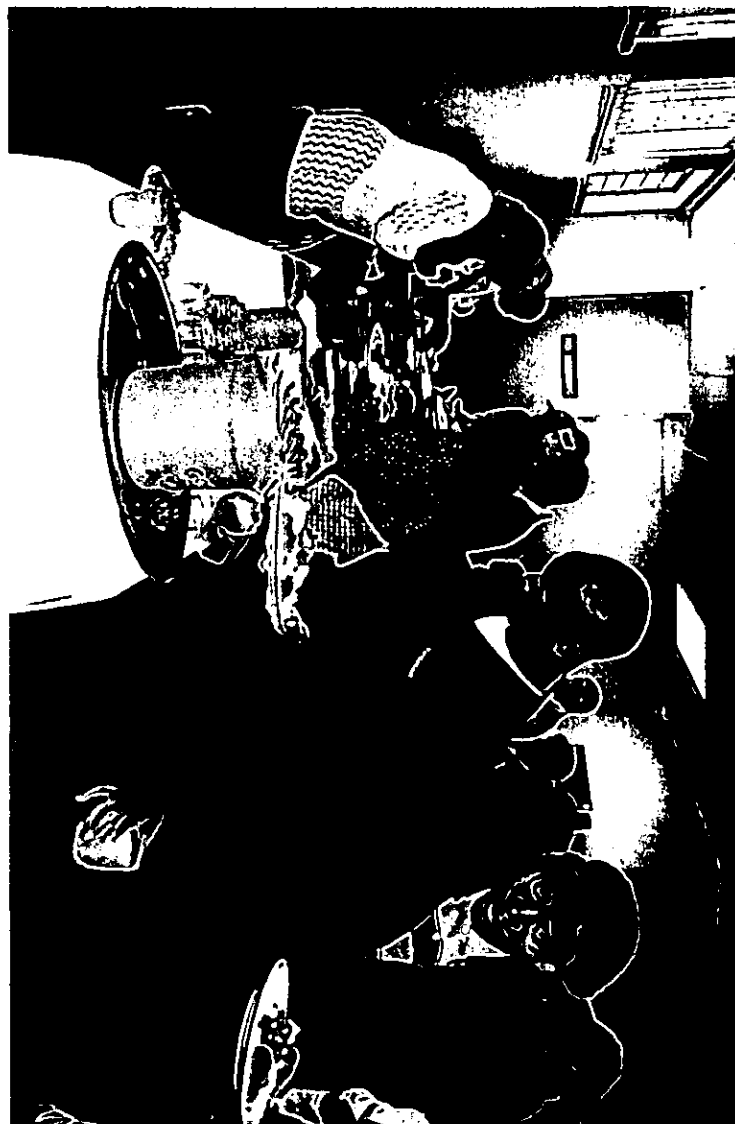




















# Eastern Cape

Name	Qualification	Telephone	Cell
Luyanda Bana	Matric		083 973 6863
Envor Botha	Advanced Diploma in Sports Management	(049) 891 0265	
Drusilla Deyse	Matric - BA ED Human Movement Science BA Honours - B Ed Honours in Education		082 925 5234
Agatha N Gcadinja	Matric - Advanced Diploma in Sport Management	(039) 257 0520	082 815 1531
Mzonyana Gcilitshana	Matric - J.S.T.C. - B Sc		072 342 5735
Nomfuneko Gcilitshana	Matric - Teacher's Course		082 408 1595
Brian Hendrikse			082 253 1530
Mziwamadodo Hlati	Matric - Diploma (School of Commerce)	(045) 839 4531	072 108 8080
Phyllis Jacobs	Matric - Primary Teacher's Diploma	(046) 622 3515	
Dumisani Kala	Matric - NTC 4	(039) 253 1545	083 583 4666
Isaac Klaas	Matric	(041) 451 3716	082 540 4398
Vuyani Kama	J.S.T.C. - BA (Sport—Human Movement Studies)	(047) 548 3182	082 841 1755
Lou-Ann King	Grade 11		073 214 0648
Thabo Khofu	Matric - J.S.T.C. - H.E.D.	(039) 257 0520	
Ntsoaki H Labane	Matric - J.S.T.C. - SED - Education Management B Ed - 1 year Phys. Ed. Diploma	(051) 634 1139	082 354 7439
Kutala Lywaca	PTD	(047) 531 0575	082 396 8066
Lundi Lwana	Matric - Nat Diploma : Sport Admin. & Marketing	(043) 642 3087	
Abraham Macebo	Sec. Teacher's Diploma	(048) 881 3105	083 430 9265
Mwelase Mboxela	BA - BED		082 491 6916
Bongani Myataza	Diploma in HRM		082 720 2591
Benedict F Mzizi	Matric - Teacher's Diploma	(039) 259 0681	082 955 5621
Kholisile H Magadla	Secondary Teacher's Diploma	(047) 553 0118	083 742 9249
Patrick M Makanda	Matric - DIP ED SEC - BA	(039) 255 0941	082 360 2982
Dumisani Mscyisi	Matric	(047) 564 1988	083 928 2896
Emmanuel M Mazwi	Matric - Primary Teacher's Diploma	(047) 878 0732	082 429 3692
Luvuyo Manona	National Certificate - National Diploma	(051) 633 2364	
Lindelwa Mrawusi	Matric - N.D. Public Admin - B Tech - Public Admin	(040) 635 0052	
G V Mvelo	Matric - SSTD		082 575 8566
Mxolisi R Mjo	Grade 10		083 724 6761
Noluthando Mpola	BA - BA Hons - BED - MA	(040) 609 5863	
Luvuyo Mankanku	Matric - H.P.T.C.		072 204 2085
Mzuyanda Mtimka	Senior Certificate - Sport Management & Coaching	(043) 642 4580	
Chreaswell N Ndzekeni	B Ped - BA Honours - MBA	(040) 602 2477	082 512 5287
Mthetheleli Ntsengwane	Matric - Senior Teacher's Diploma	(039) 254 9058	072 242 4120
Majolandile Njongi		(040) 609 5887	082 471 9512
Lulama P Ngolozama	BA	(047) 491 0953	072 401 6153
Kidwell M Pakade	M + 3	(047) 489 1661	083 476 9978
Tabisa Qinela	B.A. HMS Honours		082 591 8161
Sabelo V Sopaz	Matric - S.T.D.	(045) 839 3063	

## Eastern Cape

[illegible]

# Western Cape

Name	Qualification	Tel	Cell
Shahied Adams	Matric - BA - HED - B Ed	691 2208	
Christopher J Alexander	Matric - B Tech Business Admin - BA & HDE	(021) 483 2609	
Cornell J April	Matric	(044) 722 6165	072 174 4948
Zandisile Bassie	Matric - NI	(021) 447 5582	082 449 6626
Andre Bergh	Matric - H.O.D (4 years)		083 967 8043
Amelia Botha	Matric	(021) 483 2609	
Abubaker Cassiem			083 206 0997
Faye-Rose B Ceasar	Matric - Teacher's Diploma - HDE		082 921 0905
Rudolph Claassen	BA (Human Movement Studies) - B Ed Advanced Diploma in Sport Management	(044) 272 2221	
Andile J Dyasi	Matric - Sport Management - Facility Management	(021) 934 8780	083 363 9592
Jacobus Farao	Matric - Teacher's Diploma - Carving / Furniture Making		082 967 8676
Glen Goldman	Matric - Certificate in Public Administration	(021) 483 2609	
Bertram D Jacobs	Matric - HDE - Financial Management - Management		083 234 5290
Eric E Jacobs	Matric - Diploma in Education III	(044) 272 3045	082 488 6887
Ferdie Jacobs	HDE (4 years)	(023) 347 5535	082 923 4239
Manfred Josephs	Matric - BA	(021) 483 2609	082 449 6620
Shela Lekalakala	Matric - Degree in Human Movement		
Jo-Ann Lewis	Matric - BA (Social work)	(021) 691 7097	
Maud Makeleli	Matric - J PTD	(021) 638 1954	
Lomveli Mekuto	Matric		073 153 9637
Sibongile Mlotywa	Matric - Teacher's Diploma - BA		083 278 5210
Leigh-Ann Naidoo	Matric - Under-Graduate Degree - BA (Human Movement Studies) - Post Graduate HDE		082 449 6633
Jean Neethling	Matric - Honours Degree in Recreation	(044) 272 6165	
Denstan Plaatjies	Matric - B Th I - B Th II		083 0790
Ramon Poggenpoel	Matric - Sports & Events Management	(021) 697 4571	
Andre Rossouw	Matric - HODH	(023) 626 2273	
Ruth N Saunders	Matric - BA - Honours Degree	(021) 362 6341	083 742 1735
Christine Swanepoel	Matric - Still studying Psychology		083 588 1936
Gift Thinyane	Matric - Diploma		083 614 2838
Siko Vitsha	Matric - BA - HDE		082 506 9738
Mandla M Yeki	Matric - Public Relations Diploma - Advanced Diploma in Management	(021) 461 7764	
Reinette U Zankl	Certificate - Residential Child Care Diploma - Personal Fitness Trainer		083 476 4041
Goliath Craig	Matric - BA - HDE - B Com Hons - Phys Ed Diploma	(021) 703 5665	

## Ganteng

[illegible]

1.5

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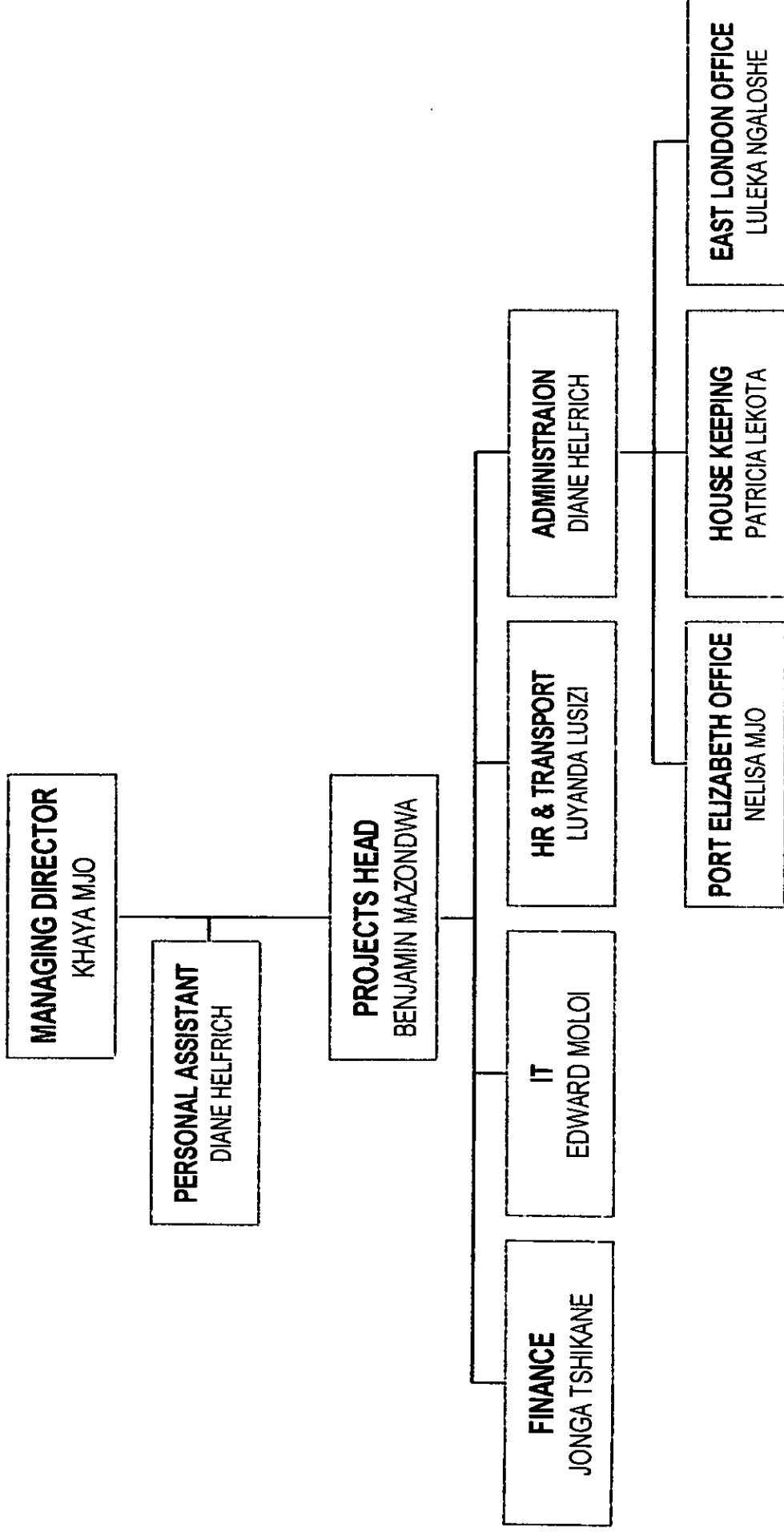
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**NB:** 1)Attached please find the list of names of people that have been successfully trained and accredited in this Training Programme.

2)Attached please find photos of the training.

Contact us: 70 Melville Road  
Illovo, Sandton  
Tel: (011) 442 3853  
Fax: (011) 442 8519  
Mobile: + 083 383 8162

Contact us: 15 Terminus Street  
NBS Building  
Office M1  
East London  
5200

Contact us: 263 Zambia Street  
Vuhndlela Village  
Coega  
Port Elizabeth

Contact us: P.O. Box 2  
Port St. Johns  
5120  
Tel/Fax: 047 564 1988

## ACCREDITATION:

A Copy right agreement was reached between Simmonds and Event Partners SA together with the sports Commission for the conversion of their manuals (UK) to suit the South African needs. Subsequent to this agreement we brought experts on board for the conversion.

Because the programme was new in South Africa at the time  
We started the process of accreditation with THETA and this process took very long because THETA did not have the unit standards for Event Management at the time.

Due to the Safety element involved in the events management, we were advised to forward our application with SASSETA and that is still in progress. All of this has taken us more than three years.

Event Partners SA has long been involved in the development of resource material for the programme of fully trained stewards in Occupational Health Safety and Events Management. On request Event Partners SA can make the material available to you.

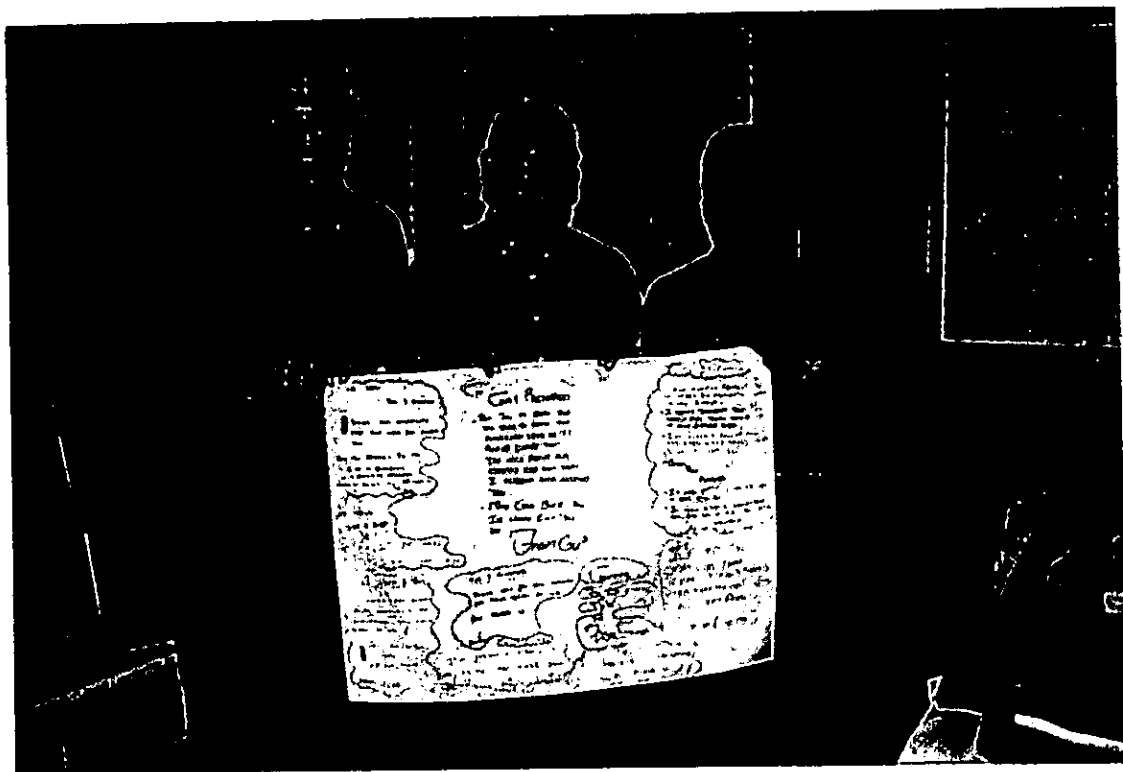
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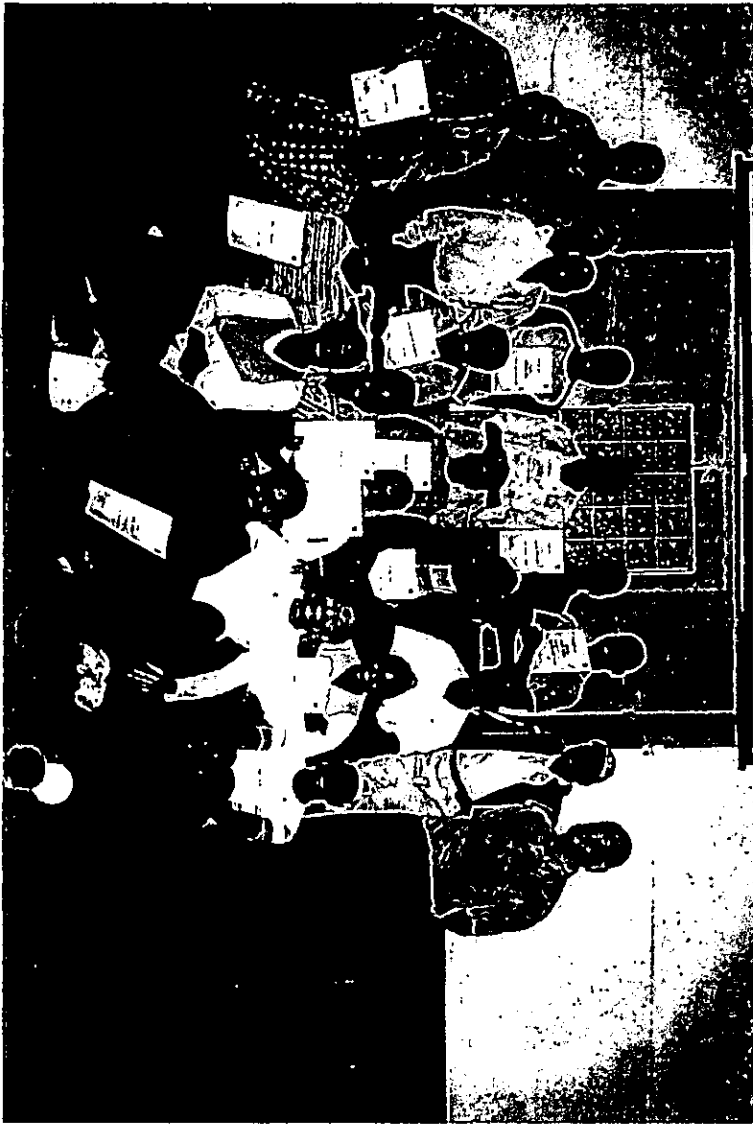
Contact us: 70 Melville Road  
Illovo, Sandton  
Tel: (011) 442 3853  
Fax: (011) 442 8519  
Mobile: + 083 383 8162

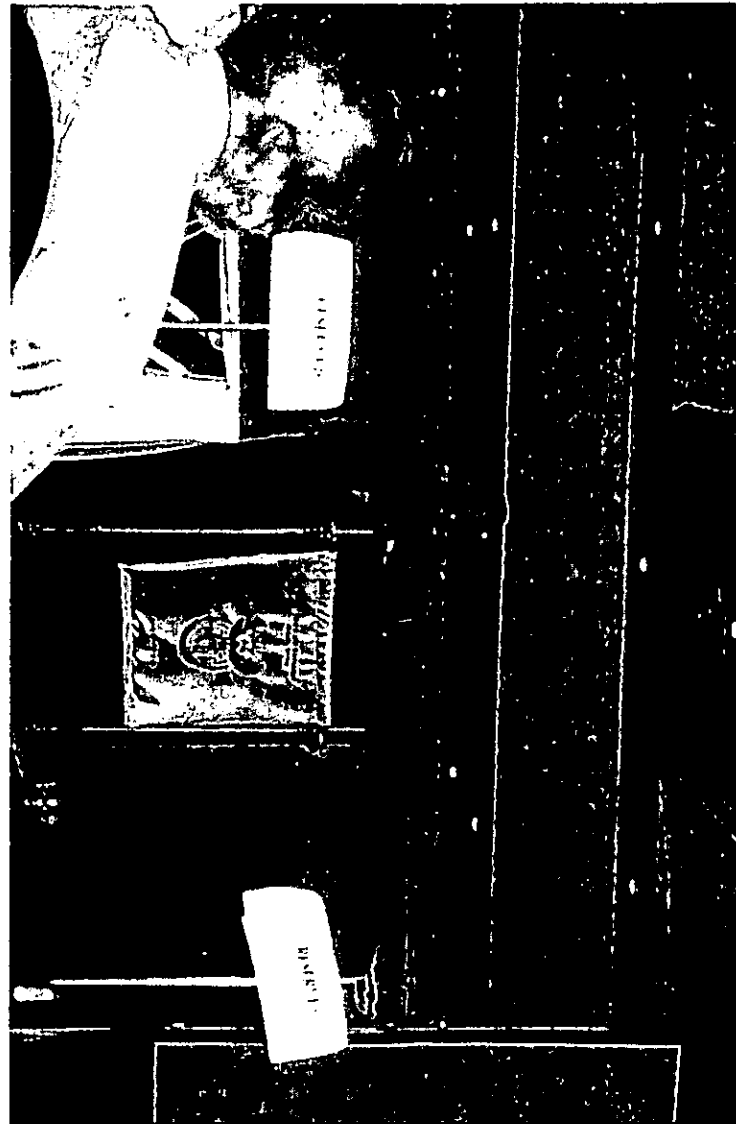
Contact us: 15 Terminus Street  
NBS Building  
Office M1  
East London  
5200

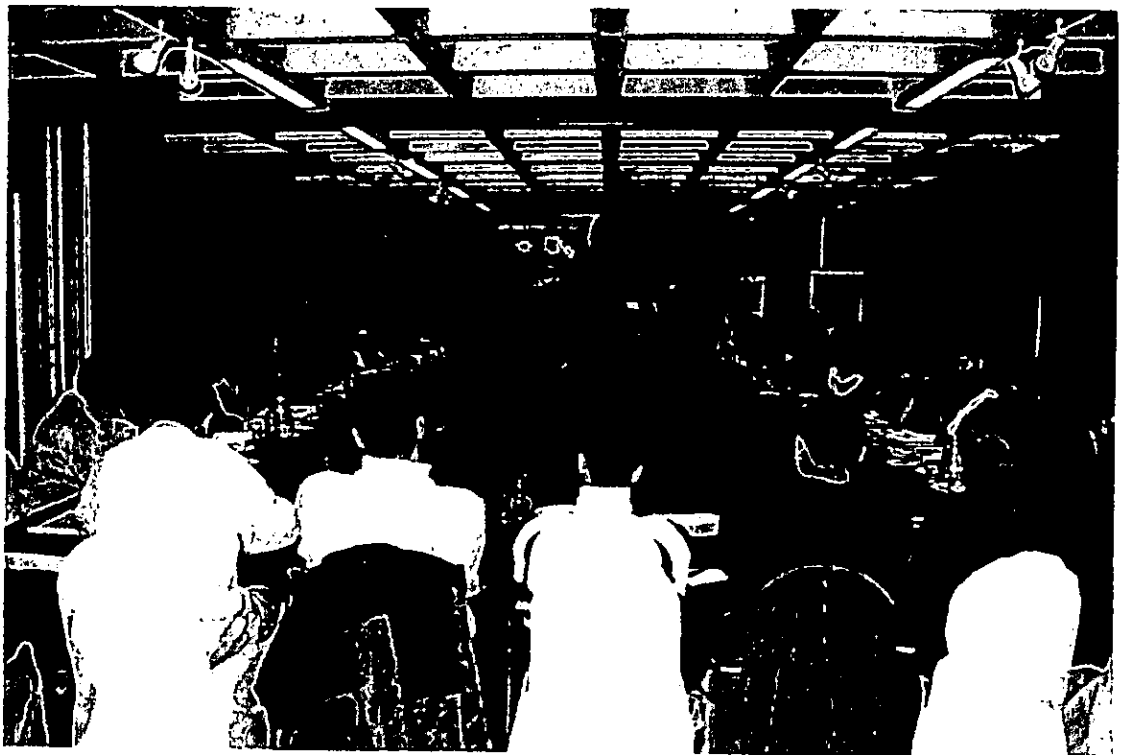
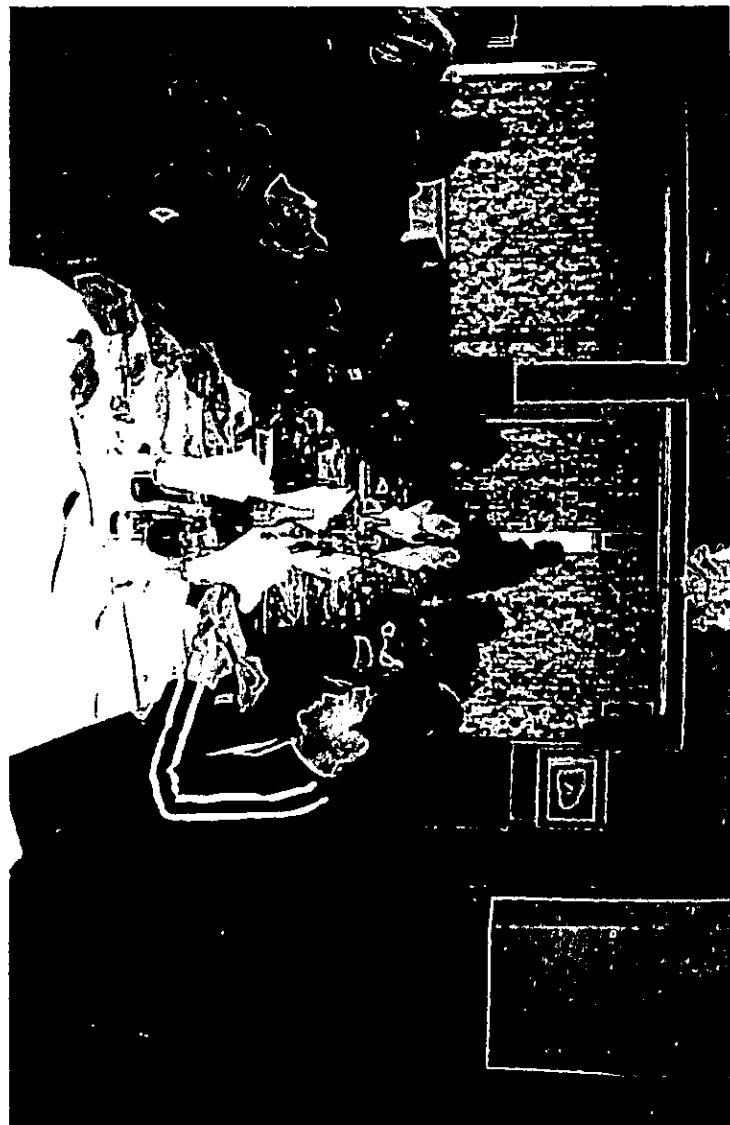
Contact us: 283 Zambia Street  
Vulindlela Village  
Coega  
Port Elizabeth

Contact us: P.O. Box 2  
Port St. Johns.  
5120  
Tel/Fax: 047 564 1988

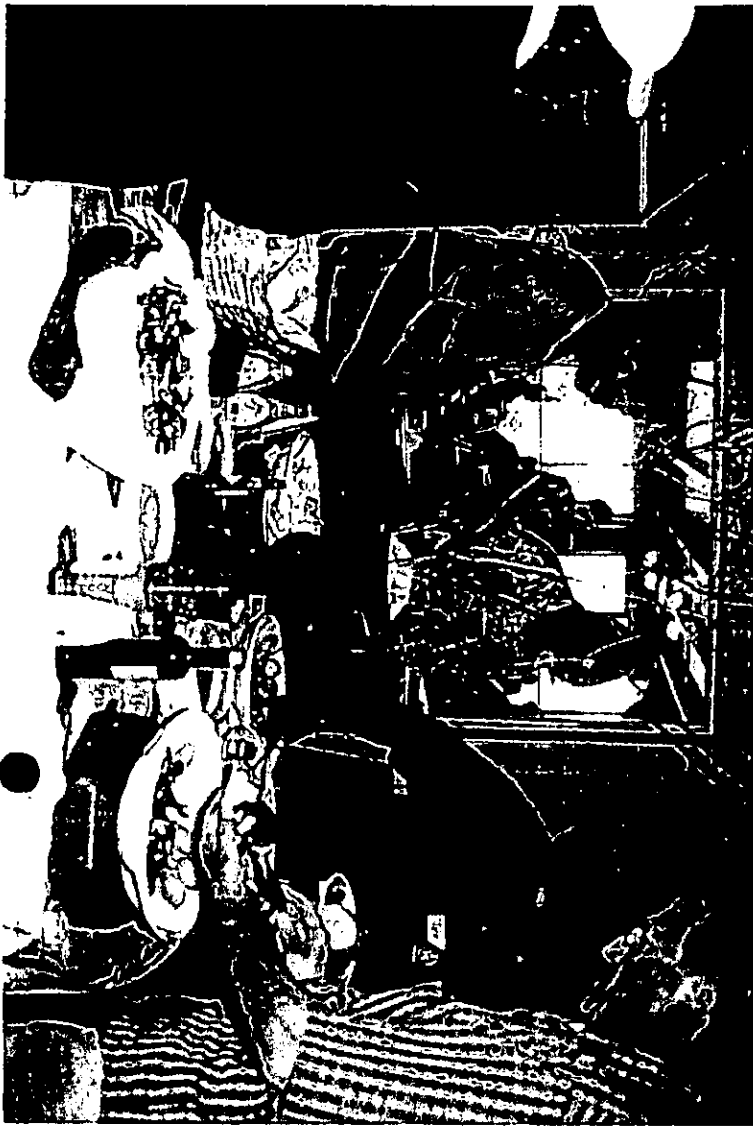


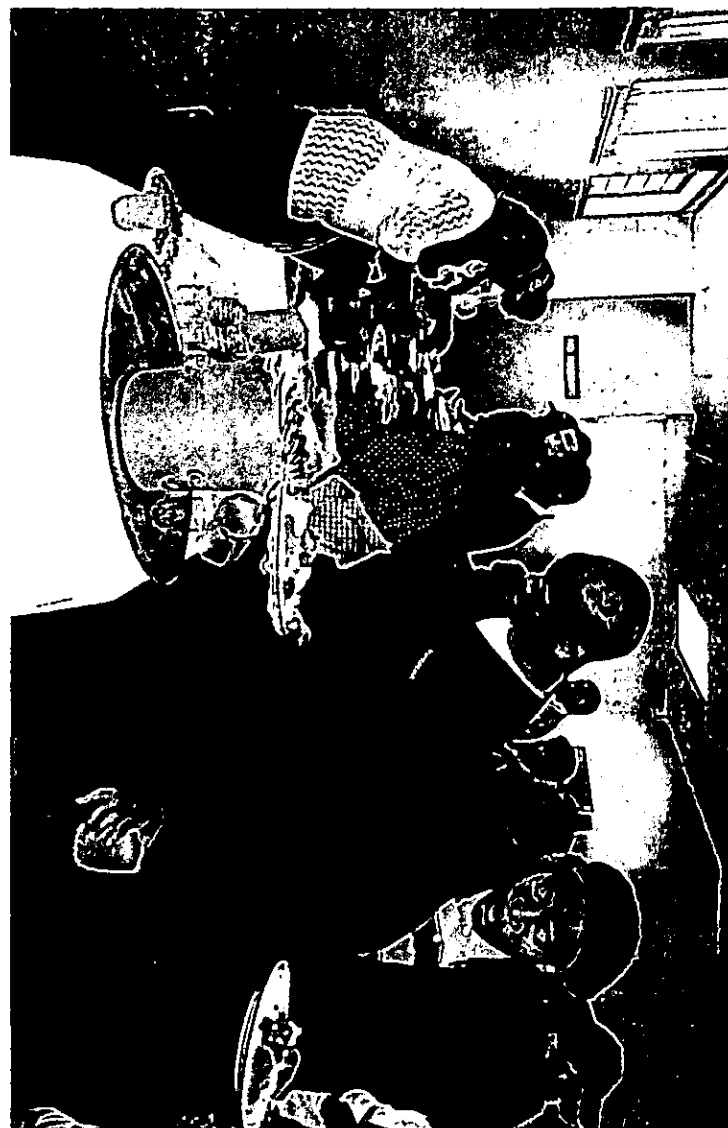


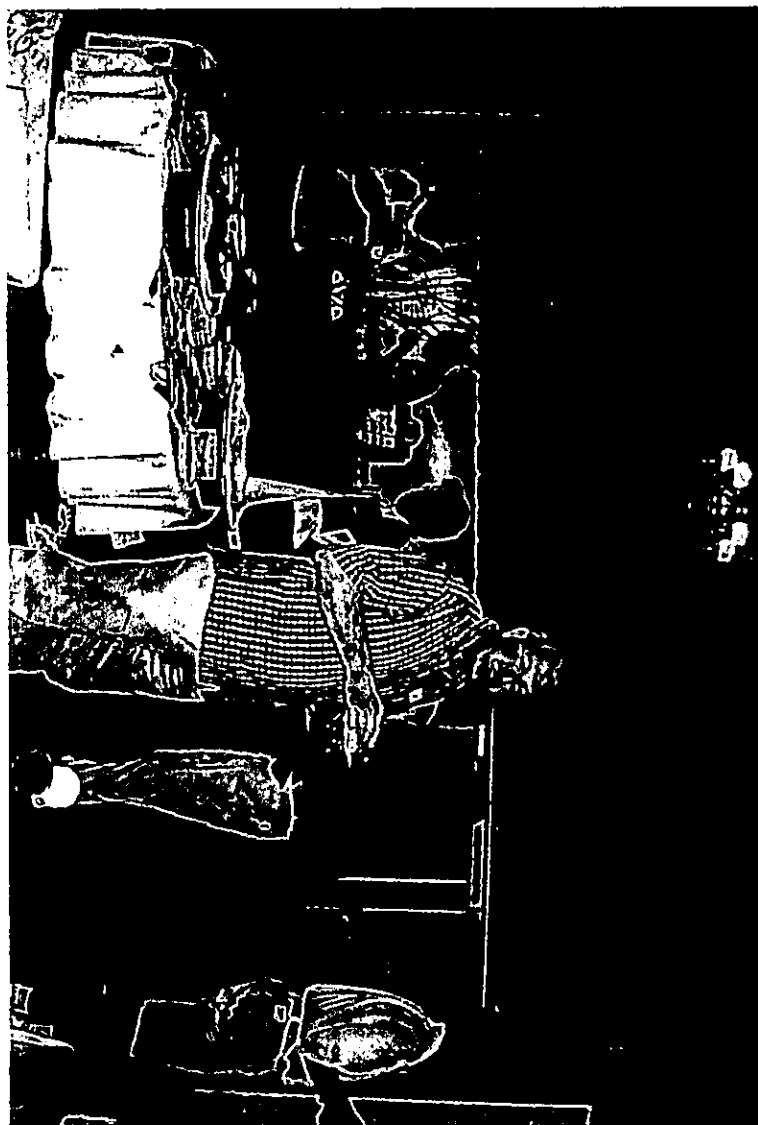
















# Eastern Cape

Name	Qualification	Telephone	Cell
Luyanda Bana	Matric		083 973 6863
Envor Botha	Advanced Diploma in Sports Management	(049) 891 0265	
Drusilla Deyse	Matric - BA.ED. Human Movement Science BA Honours - B Ed Honours in Education		082 925 5234
Agatha N Gcadinja	Matric - Advanced Diploma in Sport Management	(039) 257 0520	082 815 1531
Mzonyana Gcilitshana	Matric - J.S.T.C. - B Sc		072 342 5735
Nomfuneko Gcilitshana	Matric - Teacher's Course		082 408 1595
Brian Hendrikse			082 253 1530
Mziwamadodo Hlati	Matric - Diploma (School of Commerce)	(045) 839 4531	072 108 8080
Phyllis Jacobs	Matric - Primary Teacher's Diploma	(046) 622 3515	
Dumisani Kala	Matric - NTC 4	(039) 253 1545	083 583 4666
Isaac Klaas	Matric	(041) 451 3716	082 540 4398
Vuyani Kama	J.S.T.C. - BA (Sport—Human Movement Studies)	(047) 548 3182	082 841 1755
Lou-Ann King	Grade 11		073 214 0648
Thabo Khofu	Matric - J.S.T.C. - H.E.D.	(039) 257 0520	
Ntsoaki H Labane	Matric - J.S.T.C. - SED - Education Management B Ed - 1 year Phys. Ed. Diploma	(051) 634 1139	082 354 7439
Kutala Lywaca	PTD	(047) 531 0575	082 396 8066
Lundi Lwana	Matric - Nat.Diploma Sport Admin. & Marketing	(043) 642 3087	
Abraham Macebo	Sec. Teacher's Diploma	(048) 881 3105	083 430 9265
Mwelase Mboxela	BA - BED		082 491 6916
Bongani Myataza	Diploma in HRM		082 720 2591
Benedict F Mzizi	Matric - Teacher's Diploma	(039) 259 0681	082 955 5621
Kholisile H Magadla	Secondary Teacher's Diploma	(047) 553 0118	083 742 9249
Patrick M Makanda	Matric - DIP ED SEC - BA	(039) 255 0941	082 360 2982
Dumisani Mseyisi	Matric	(047) 564 1988	083 928 2896
Emmanuel M Mazwi	Matric - Primary Teacher's Diploma	(047) 878 0732	082 429 3692
Luvuyo Manona	National Certificate - National Diploma	(051) 633 2364	
Lindelwa Mrawusi	Matric - N.D. Public Admin - B.Tech - Public Admin	(040) 635 0052	
G V Mvelo	Matric - SSTO		082 575 8566
Mxolisi R Mjo	Grade 10		083 724 6761
Noluthando Mpola	BA - BA Hons - BED - MA	(040) 609 5863	
Luvuyo Mankanku	Matric - H.P.T.C.		072 204 2085
Mzuyanda Mmika	Senior Certificate - Sport Management & Coaching	(043) 642 4580	
Chreaswell N Ndzeneni	B.Ped - BA Honours - MBA	(040) 602 2477	082 512 5287
Mthetheleli Ntsengwane	Matric - Senior Teacher's Diploma	(039) 254 9058	072 242 4120
Majolandile Njongi		(040) 609 5887	082 471 9512
Lulama P Ngolozama	BA	(047) 491 0953	072 401 6153
Kidwell M Pakade	M + 3	(047) 489 1661	083 476 9978
Tabisa Qinela	B.A. HMS Honours		082 591 8161
Sabelo V Sopaz	Matric - S.T.D	(045) 839 3063	

## Eastern Cape

[illegible]

# Western Cape

Name	Qualification	Tel	Cell
Shahied Adams	Matric - BA - HED - B Ed	691 2208	
Christopher J Alexander	Matric - B Tech Business Admin - BA & HDE	(021) 483 2609	
Cornell J April	Matric	(044) 722 6165	072 174 4948
Zandisile Bassie	Matric - N1	(021) 447 5582	082 449 6626
Andre Bergh	Matric - H.O.D (4 years)		083 967 8043
Amelia Botha	Matric	(021) 483 2609	
Abubaker Cassiem			083 206 0997
Faye-Rose B Ceasar	Matric - Teacher's Diploma - HDE		082 921 0905
Rudolph Claassen	BA (Human Movement Studies) - B Ed Advanced Diploma in Sport Management	(044) 272 2221	
Andile J Dyasi	Matric - Sport Management - Facility Management	(021) 934 8780	083 363 9592
Jacobus Farao	Matric - Teacher's Diploma - Carving / Furniture Making		082 967 8676
Glen Goldman	Matric - Certificate in Public Administration	(021) 483 2609	
Bertram D Jacobs	Matric - HDE - Financial Management - Management		083 234 5290
Eric E Jacobs	Matric - Diploma in Education III	(044) 272 3045	082 488 6887
Ferdie Jacobs	HDE (4 years)	(023) 347 5535	082 923 4239
Manfred Josephs	Matric - BA	(021) 483 2609	082 449 6620
Shela Lekalakala	Matric - Degree in Human Movement		
Jo-Ann Lewis	Matric - BA (Social work)	(021) 691 7097	
Maud Makeleli	Matric - J PTD	(021) 638 1954	
Lomveli Mekuto	Matric		073 153 9637
Sibongile Mlotywa	Matric - Teacher's Diploma - BA		083 278 5210
Leigh-Ann Naidoo	Matric - Under-Graduate Degree - BA (Human Move- ment Studies) - Post Graduate HDE		082 449 6633
Jean Neethling	Matric - Honours Degree in Recreation	(044) 272 6165	
Denstan Plaatjies	Matric - B Th I - B Th II		083 0790
Ramon Poggenpoel	Matric - Sports & Events Management	(021) 697 4571	
Andre Rossouw	Matric - HODH	(023) 626 2273	
Ruth N Saunders	Matric - BA - Honours Degree	(021) 362 6341	083 742 1735
Christine Swanepoel	Matric - Still studying Psychology		083 588 1936
Gift Thinyane	Matric - Diploma		083 614 2838
Siko Vitsha	Matric - BA - HDE		082 506 9738
Mandla M Yeki	Matric - Public Relations Diploma - Advanced Diploma in Management	(021) 461 7764	
Reinette U Zankl	Certificate - Residential Child Care Diploma - Personal Fitness Trainer		083 476 4041
Goliath Craig	Matric - BA - HDE - B Com Hons - Phys Ed Diploma	(021) 703 5665	



## Gauteng

[illegible]





DEPARTMENT: HOME AFFAIRS  
REPUBLIC OF SOUTH AFRICA

TO WHOM IT MAY CONCERN

Please be advised that Fidelity Security Services Group can deploy any amount of guards any time.

A handwritten signature in black ink, appearing to read 'Moipone Mokuia', written over a horizontal line.

MOIPONE MOKUA

ACTING DIRECTOR: SECURITY SERVICES

DATE: 09 MARCH 2009



**DEPARTMENT: HOME AFFAIRS  
REPUBLIC OF SOUTH AFRICA**

Private Bag X114, Pretoria, 0001  
Home Affairs Building, corner of Petroleum and Maggs Streets, Waltloo,  
Tel (012) 810 6399 Fax (012) 810 8508  
Email: lesley.tau@dha.gov.za

Attention: To whom it may concern

**FIDELITY SECURITY SERVICES**

1. The abovementioned company has been providing security services to the Department of Home Affairs since March 2006 to date.
2. A good working relation has been maintained throughout, and this Division would not hesitate to recommend this company to any government institution.
3. Your urgent assistance with regard will be highly appreciated.

Your Faithfully

**ML TAU  
NATIONAL HEAD: PHYSICAL AND INFORMATION SECURITY  
DEPARTMENT OF HOME AFFAIRS  
DATE:**

**NATIONAL PROSECUTION SERVICE  
DIRECTOR OF PUBLIC PROSECUTIONS:  
JOHANNESBURG**

*"Prosecutors do it with conviction"*



The National Prosecuting Authority of South Africa  
Igumya Jikelele Labeshutshisi boMzantsi Afrika  
Die Nasionale Vervolgingsgesag van Suid-Afrika

**JOHANNESBURG**

Tel: +27 11 220 4000  
Fax: +27 11 337 8190

High Court  
Corner of Pritchard  
and  
Kruis Streets  
Johannesburg  
2001

Private Bag X8  
Johannesburg  
2000  
South Africa

[www.npa.gov.za](http://www.npa.gov.za)



Your Ref. Number:  
Our Ref. Number:  
Enquiries: Adv D van Wyk  
Telephone number: (011) 220-4009

Date: 18 December 2008

**FEDILITY  
WEST RAND**

**FOR ATTENTION: MR M BARTMAN**

Dear Sir

**RE: COMMENDATION: EXCELLENT SERVICE**

Herewith a brief communication in recognition of excellent service and conduct rendered by yourself and the employees of Fidelity.

As you are aware, I am in the employ of the National Prosecuting Authority as a Senior State Advocate and have been under armed protection for the previous 8 months due to a threat originating from a case I am currently prosecuting in the High Court, Johannesburg.

From 1 November 2008, Fidelity became the new Service Provider entrusted with my safety and security. With reference to both the escort and static security details, I wish to note that I have only received the best service and treatment.

Your regular personal contact and courteous communication have left me and my family with a welcome sense of security which we dearly appreciate and treasure.

The conduct of all Fidelity staff dealing with us is nothing less than impeccable. The main object of the service rendered, to wit, the securing of my personal safety, by necessity presents much more elaborate demands other than the mere guarding of property, on you and your staff. This is further complicated by the vastness and intensity

of the articulated threat. The prevailing circumstances are of such a nature that it dictates an understanding that the unexpected must by necessity always be expected.

You will appreciate the consequent concerns and demands that are burdening my daily functioning. In this respect you and the other employees of Fedility, have proved to be much more than the proverbial "pillar of strength". You have eased this burden to such extent that I can fully concentrate on what I am supposed to do, i.e. to prosecute "without fear or favour", as is required of me by law.

For this me and my family is extremely grateful. We cannot but regard you and your team as our personal friends. You are an asset to your company, a fact that needs to be widely publicised.

Regards

A handwritten signature in black ink, appearing to read 'Adv D Van Wyk', with a large, stylized initial 'D'.

ADV D VAN WYK  
SENIOR STATE ADVOCATE  
In the office of  
THE DIRECTOR OF PUBLIC PROSECUTIONS  
WITWATERSRAND LOCAL DIVISION

November 2008

Mr Wahl Baartman  
Fidelity Security

Per email : [wahlb@fidelity.co.za](mailto:wahlb@fidelity.co.za)

Dear Wahl

Just a note on behalf of Dlamini Weil Communications to thank you most sincerely for the outstanding security services delivered during the recent visit to Zimbabwe and South Africa of our very important clients.

They were delighted with the services delivered and we too were impressed with the precision and excellent with which this event was handled.

We certainly look forward to working with you and your team into the future.

With kind regards  
DLAMINI WEIL COMMUNICATIONS

SUZANNE WEIL



EDWIN PALMER  
SECURITY MANAGEMENT  
SILVERSTAR CASINO  
(011) 662-7331

Directors  
Fidelity Security

15 December 2008

To Whom it may concern

**REFERENCE: FIDELITY ARMED REACTION AND TACTICAL RESPONSE SERVICES**

SilverStar Casino has been a client of the Fidelity Security group since 2007. Since this working relationship was initiated, SilverStar Casino utilised the Armed Reaction Services and Tactical response Team that is provided by Fidelity Group.

SilverStar Casino has found this service highly effective and a tremendous contribution to our Security service on our premises. The Tactical Response teams have assisted SilverStar Casino on various occasions when sensitive information was received and this proved to be highly effective.

The Armed Response and Tactical Response system is connected to a panic system at SilverStar Casino and response when activated is always very effective.

This Armed Response Services of Fidelity Security is a crucial part of SilverStar Casino's security Operation and SilverStar can rate it as one of the highest standard of its kind.

Yours sincerely



EDWIN PALMER  
SECURITY MANAGER  
SILVERSTAR CASINO





No. 10 President Street, Germiston  
Office: 0860 790 0069  
Fax: 086 517 3345  
E-Mail: [chico@consolidatedauctioneers.com](mailto:chico@consolidatedauctioneers.com)  
Registration Number: 2007/198290/23  
Vat: 4050241233

15 January 2009

To whom it may concern,

**RE: FIDELITY SECURITY SERVICES**

For the past 26 years that I have been in the Auctioneering Industry, we have always maintained a strong working relationship with the Principals of old Springbok Security and in the last years being Fidelity Security.

We confirm that we utilize the services of the herein mentioned company at several of our auction sites and liquidation matters. We have always found their services to be excellent. Regular site visits are always monitored by the site supervisor and we receive weekly reports and visits to our sites by their senior supervisors.

We have no hesitation in recommending the services of Fidelity Security to any organization as we have found them to be a turn-key solution outfit.

We thank you for your continued professional service.

Yours sincerely,

**Chico da Silva**

**(T) 0860 790 0069 | (M) +2779 039 4669 | (F) 086 517 3345**

Email Address: [chico@consolidatedauctioneers.com](mailto:chico@consolidatedauctioneers.com)



top 50 OCTOBER 2008  
( R145,979,618)

no	Oct. value excl	Client name	Contact Person	Contact Number
1	18,567,323.90	DEPARTMENT OF JUSTICE	Mumsie Nyubuse Mercy Makhwanya	083-459-1797 011 839 4440
2	9,741,962.82	CASH PAYMASTER SERVICES	Nanda Pillay	082-380-2140
3	8,000,122.52	ABSA	Louis Nagel	011 671 7599
4	5,730,161.90	SPOORNET / TRANSNET	Buntu Nkomo	021 449 2215
5	4,875,128.76	ALL PAY	Andries de Jongh	021 691 8252
6	3,300,783.92	eTHEKWINI MUNICIPALITY	Steve mMiddleton	031 331 2808
7	2,962,826.60	MTN SERVICE PROVIDER (PTY) L	Ranji Achry	031 912 4608
8	2,620,634.81	FIRST NATIONAL BANK	Rudie van Olst	011-371-7655
9	2,581,190.53	McCARTHY LIMITED	Rama Govender Refilwe Monama	031 268 9255 012 345 9560
10	2,570,938.34	DEPARTMENT HOME AFFAIRS	Flora	012 810 8958
11	2,393,654.25	CASINO'S	Magie Edwin	031 328 3608 662 7330
12	2,327,092.23	SOUTH AFRICAN POLICE SERVICE	Sup Bouwer	012 841 7156
13	2,276,815.57	AURA MANAGEMENT SERVICES (PT	Karel Brink	011 675 3561
14	2,205,788.78	LIBERTY GROUP PROPERTIES LTD	JC Smith	011 408 5000
15	1,996,765.67	ATTFUND / PARKDEV	Belinda Boshoff	012 424 5000
16	1,877,227.46	UNIVERSITEIT VAN PRETORIA	Elmarie de Beer	012 420 5747
17	1,416,259.04	MASSTORES T/A MAKRO	Dyana Nel Badenhorst	011-797-0631
18	1,394,883.39	GENSEC GROUP	Sangree	011-797-0631
19	1,335,839.71	LONEHILL RESIDENTS ASSOCIATI	Joy Lerena	011 465 9196
20	1,309,312.90	NELSON MANDELA MET. MUN.		
21	1,202,340.72	METRORAIL OFFICES	Howard Nene	031-813 0347 083 277 5466
22	1,141,357.24	SOUTHERN SUN	Krisch	011 510 7590
23	1,123,133.83	CLOVER	Terry Smith	082 467 8164
24	1,104,815.88	O.M.P. FACILITIES MANAGEMENT	Brent Rheede Ophilia	011 217 1644
25	1,063,537.93	COMMERZONE	Wayne v Deventer	011-340-7436
26	1,057,434.31	GROWTHPOINT PROPERTIES LTD	C. Rennisson Marlene Bouwer	011 944 6223 014 537 3598
27	1,038,536.64	MEADOW / EARLT BIRG / ASTRAL	Karen Charmaine	017-720-0246
28	1,036,076.30	B P SOUTHERN AFRICA (PTY) LT	Carmen	021 408 2911
29	1,015,013.04	ESKOM FINANCIAL DEPARTMENT	Ouma	015 229 0573
30	994,914.93	STANDARD BANK- guarding	K Momberg	083 307 0630
31	858,057.54	TEBA BANK	Steve Meintjies	018-771-2002
32	838,682.50	MR. PRICE GROUP	Nelcor Yakin	031 569 5453
33	828,748.88	SIMBA (PTY) LTD	Carin Ford	011-928-6034
34	823,753.81	DAINFERN	Mr. Fred Rindel	011-875-0400
35	733,109.09	DRAKE & SCULL FM (SA) (PTY)	Linda Claasens Larato	021 460 1276 011 577 8717
36	710,729.06	ATTACQ / ATTERBURY GROUP	Rosemary Matlala	012 349 0924
37	708,471.77	FOUNTAINHEAD PROPERTY TRUST	Victor Makasela	011 411 4000
38	672,859.16	CONNECTION GROUP HOLDINGS LT	Natasha	011-258-8340
39	670,326.04	WITS UNIVERSITY	Olga	011 717 1706
40	650,351.11	EDCON ( PTY ) LTD	Thulani Masina	011 717 1853
41	625,538.75	FOSCHINI RETAIL GROUP (PTY)	Alroy Veldsman	011 495 6727
42	616,448.22	FOURWAYS PRECINCT PTY LTD	Sangree	021 938 7076
43	604,000.00	TRACKER NETWORK (PTY) LTD		011 911 8338
44	545,337.63	XSTRATA SA (PTY) LTD	C. Greyling Abel Magatsela	013 230 3322 014 596 1700
45	529,580.62	TRUWORTHS	Tim Pope ellis	021-460-7367
46	481,026.62	SHELL SA MARKETING PTY LTD	HEAD OFFICE	021 408 4911
47	459,554.38	ROYAL SWAZILAND SUGAR CORP.	Dr Tyrone Lapidos	09268 313 4000

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( R145,979,618)

48	436,379.03	NELCOR / RELYANT	Yakin	031 569 5453
49	433,538.30	MAN TRUCK & BUS (SA) PTY LTD	Yolanda	011 923 6838
50	430,890.79	RAND WATER BOARD	Jonas	082 389 2661
51	413,347.93	DURBAN CORPORATE SECURITY PR		
52	402,826.47	PIONEER FOODS (PTY) LTD t/a	Yolanda Majoro	032 511 271
53	396,435.80	THE STANDARD BANK SA – banking	Eugene Visser	071-602-5831
54	391,724.32	BARBERTON MINE (PTY) LTD	Martine Jooste	013 712 8500
55	381,204.52	BUILDERS WAREHOUSE	Shalla	011 432 4137
56	378,234.82	SECURITY INTERNATIONAL	Manoj Singh	031 206 2467 083 755 3055
57	373,732.62	LAFARGE INDUSTRIES SA	Nicolas Naicker	011-257-0319
58	371,401.81	KYALAMI ESTATES HOME OWNERS	Dave	011 468 3001
59	370,931.92	PREMIER FOODS (PTY) LTD.BAKE	Mias Venter	031 250 4500
60	369,221.39	JOY MINING	Norman Garth	084 850 0484 011 406 6100
61	367,465.52	BUDGET RENT A CAR	Bernice Stoffels	021 380 3140
62	362,514.29	EKURHULENI METROPOLITAN MUNC	Koos Engelbrecht	011 747 6573
63	356,538.56	CHECKERS / SHOPRITE	Cookie Naidoo Jackie	031 337 6211 012 621 2206
64	355,318.15	FRAME GROUP (PTY) LTD	Raymond Ramsund	031 450 9646
65	348,330.98	G4S CASH SERVICES S.A (PTY)	Wendy Hardy	011 709 8044
66	336,018.04	SAPPI MANUFACTURING (PTY) L	Sam Ngema	032 456 1154
67	334,692.60	BLAIR ATHOLL HOME OWNERS ASS	Fah	011-996-6305
68	329,861.19	MSC LOGISTICS	NELCOR	031 569 5453
69	312,790.00	ZULULAND ANTHRACITE COLLERY	Michael Snyman	035 8700 302
70	311,665.02	UNITED NATIONAL BREWERIES	Michael Ras Vernie Govender	011-474-1654
71	307,719.28	WOODHILL ESTATE	Bertus Anderson	012 998 6023
72	305,695.38	BLUE VALLEY GOLF CLUB	CT HO	011 318 1688
73	296,522.25	FEATHERBROOKE	Aletta	011 622 1154
74	294,079.30	LOCH LOGAN WATERFRONT	Lucille Marais	051 406 4950
75	293,425.18	SPORTSMANS WAREHOUSE	Natalie	021 464 5327
76	274,362.16	GRINDROD INTERMODAL (PTY) LT	Cindy / Debbie Snyders	031 202 0110
77	271,613.93	THATCHFIELD HOA		
78	264,631.71	TOTAL GAZ	Sharon Alfino	021 941 4067
79	261,151.27	U P D (PTY) LTD	Teboga	011 470 1297
80	254,920.81	S.A.B.S. - GROENKLOOF SITE	Allen Huges	012 428 6424
81	241,554.77	CITY OF CAPE TOWN	Martin Williams	084 629 9312
82	239,878.38	TOYOTA		
83	234,464.73	ILLOVO SUGAR LIMITED	Lassie Reddy	031 508 4483
84	232,492.11	RTT	Wikus Cronje	011 522 1000
85	232,065.37	JOHNSON CONTROLS	Nombasa	011 840 4000
86	229,374.31	MAPONYA MALL PROP.TRUST	Nonhlahla	011 938 4448
87	226,876.14	RUSTENBURG PLATINUM MINE (TW	Charmaine Haasbroek	014 596 0058
88	223,847.32	WESTWOOD MALL PTY LTD	Diana / Samantha	021 421 4500
89	203,265.98	SAN LAMEER ESTATE	Lezel Odendaal	039 313 0111
90	201,732.99	MUTUAL & FEDERAL	Zane / Samuel	011 374 2448
91	200,472.16	SUN INTERNATIONAL - SWAZILAN	Accounts Department	09268 416 5000
92	193,889.26	PORTNET DRY BULK AND MULTI P	Neels Wahl	035 905 3011
93	191,583.01	PRICE WATERHOUSE COOPERS	D. Govender	031 250 3940
94	188,665.52	ALEXANDER FORBES	Belinda Horne	031 573 8000
95	173,543.88	ACUCAP INVESTMENTS (PTY) LTD		
96	171,935.22	JUMBO CASH & CARRY	Maulin M. Makhwanya	031 332 2410 011 839 4440
97	170,820.93	NEDBANK LTD	Olga Tshasilanye	011 294 2353
98	169,457.71	TRENTYRE	Pieter Booysen	011 394 5116

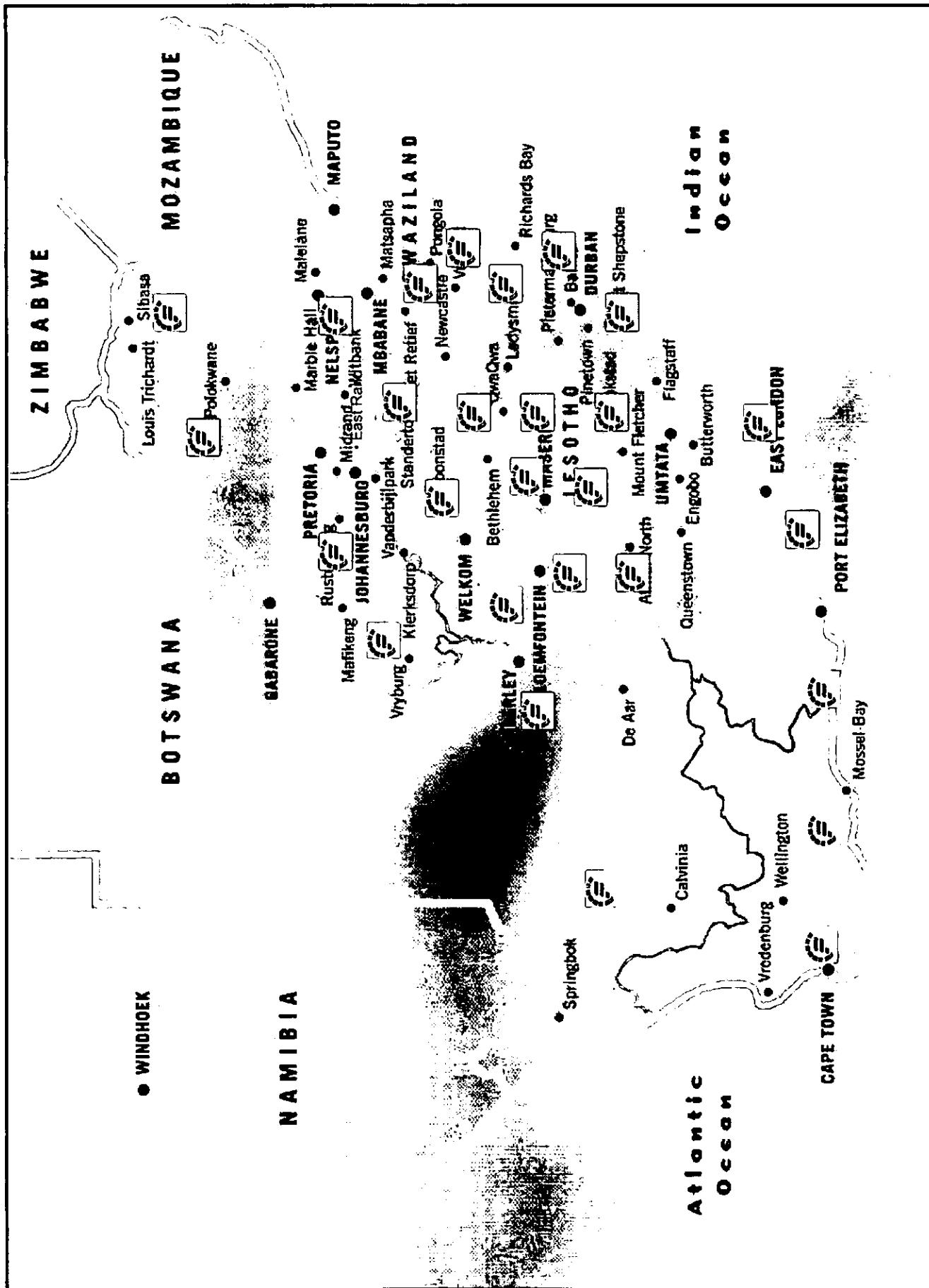
top 50 OCTOBER 2008  
( R145,979,618)

99	157,951.32	METCASH TRADING	Althea Chieff	021-526 2300

**Estates**

371,401.81	KYALAMI ESTATES HOME OWNERS	Dave	011 468 3001
203,265.98	SAN LAMEER ESTATE	Lezel Odendaal	039 313 0111
307,719.28	WOODHILL ESTATE	Bertus Anderson	012 998 6023
305,695.38	BLUE VALLEY GOLF CLUB	CT HO	011 318 1688
296,522.25	FEATHERBROOKE	Aletta	011 622 1154
1,335,839.71	LONEHILL RESIDENTS ASSOCIATI	Joy Lerena	011 465 9196







# TELEPHONE LIST - BRANCHES - January 2009

AREA/REGIONS/BRANCHES/DEPOTS	MANAGER	Physical Address	LOCATION	S/D	TELEPHONE	CODE	FAX NO
Eastern/Western Cape Region	Mr F Louw	50 Lansdowne Rd, Philippi	Cape Town	16500	692 1273	021	692 1290
National Operations Director	Mr L Bartmann	1170 Domkrag Street	Robertville	16501	375 1600	011	674 1800
Gauteng Province	Mr B Smith	1170 Domkrag Street	Robertville	16501	375 1600	011	672 0159
Gauteng - GM: City, South, East Rand, VDB, Vereen	Mr S Pillay	1170 Domkrag Street	Robertville	16501	375 1600	011	672 0159
Gauteng - GM: North West/Rand Region	Mr J Terblanche	1170 Domkrag Street	Robertville	16501	375 1600	011	672 3412
Free State/Northern Cape Region	Mr G Pretorius	Featherbrooke Offices	Robertville		662 1112	011	086 601 1457
KwaZulu Natal Region	Mr F Bartmann	1 Richmond Avenue	New Germany	16520	705 5911	031	705 2748
Limpopo Province/Mpumalanga Region	Mr M Bartmann	1170 Domkrag Street	Robertville	16501	375 1600	011	674 2825
Pretoria Region	Mr M Jooste	438, 12th Avenue	Gezina	16546	335 4239/4260	012	086 625 4567
Swaziland & Mozambique Regions	Mr M Barlow-Jones	Stores Road Industrial Sites	Mbabane/Maputo	16508	404 5319	00268	404 0008
Matsapha	Mr Musa Zwane	King Sobhuza II Avenue	Matsapha	16509	518 7782/8173	00268	518 8712
Mbabane	Mr J Ngubeni	Stores Road Industrial Sites	Mbabane	16510	404 5319/5441	00268	404 0008
Casino/Business Area	Mr M Gamedze	Royal Swazi Sun Security Office	Ezulwini	16511	418 5415	00268	404 0008
Armoury	Mr S Yssel	1170 Domkrag Street	Robertville	16501	375 1600	011	672 9208
Ballito	Mr A. Naidoo	Shop 2, 778 Main Road/Maidstone	Ballito	16513	945 2717	032	945 2721
Bethlehem	Mr P Kriel	5A Pres. Boshoff Street	Bethlehem	16514	303 0015	058	303 0014
Bloemfontein	Mr W Victor	60 Frikkie van Kraayenberg Street (East End)	Bloemfontein	16515	432 3655	051	086 625 4203
Butterworth	Mr Mvula	237 Patent Road Ibika	Butterworth	16517	492 0284	047	492 0313
Cape Town	Mr F Louw	50 Lansdowne Rd, Philippi	Cape Town	16500	692 1273	021	692 1290
Control Room	Mr W Koekemoer	1170 Domkrag Street	Robertville	16501	375 1600	011	672 5463
Durban	Mr F. Bartmann	11 Derby Place, Derby Downs	Westville	16520	251 5600	031	251 5657
Pinetown	Mr R. Kalicharan	1 Richmond Avenue	New Germany	16521	705 5911	031	705 6352
East London	Mr G Banks	12 Edison Rd, Edison Park, Gately Westbank	East London	16522	730 1358	043	731 1784
East Rand	Mr L Pagel	101 All Black Rd Anderbolt Boksburg North	Boksburg	16523	892 0382	011	892 0380
George	Mr L Du Plessis	51 York Street	George	16524	874 4344/5	044	874 3684
Johannesburg - City South	Mr S Pillay	1170 Domkrag Street	Robertville	16501	375 1600	011	672 5463
Johannesburg - North West		1170 Domkrag Street	Robertville	16501	375 1600	011	672 3412
Kimberley	Mr D Paton	8 Froude Street	Kimberley	16528	831 5035	053	831 5035
Klerksdorp	Mr H Hayter	38 Central Ave, Flamwood	Klerksdorp	16529	468 1162	018	468 6893
Kokstad	Mr W van Staden	42 Groom Street	Kokstad	16530	727 1890/1	039	727 1844
Kroonstad	Mrs K Goetzee	40 Buffekant Street	Kroonstad	16531	212 6720	056	212 2635
Ladysmith	Mr J Qually	33 Diamana Rd	Ladysmith	16532	631 1451/2	036	631 1545
Moralla (Jhembo)	Mr W Victor	60 Frikkie van Kraayenberg Street (East End)	Bloemfontein	16533	432 3655	051	086 625 4203
Midrand	Mr L Pillay	167 14th Avenue, Whitby	Midrand	16571	318 0566	011	318 4931
Matikeng	Mr M Prinsloo	32 James Watt Crescent	Matikeng	16534	331 7539	018	331 4558
Makhado (Louis Trichardt)	Mr P van Skalkwyk	68 Krogh Street	Louis Trichardt	16535	516 2958	015	516 2958
Malelane Depot	Mr M van Staden	11 Rotunda Circle	Malelane	16536	790 0334/0327	013	790 0334
Mthatha	Mr Kruger	46 Textile Rd Vuliendela Heights	Mthatha	16537	531 2282	047	531 1281



Marble Hall	Mr G van Aswegen	210 Naude Avenue	Marble Hall	16538	261 2481	013	261 3132
Nelspruit	Mr F Swanepoel	30 van Rensburg Street	Nelspruit	16539	7551539/7526824	013	752 7098
Newcastle	Mr T de Wet	120 Scott Street	Newcastle	16540	315 2372/9	034	315 2373
Pietermaritzburg	Mr N Hurriepersad	100 Edendale Road	Pietermaritzburg	16541	394 7096	033	394 7098
Polokwane	Mr M Davel	15b Hans van Rensburg Str.	Polokwane	16542	291 5310/3037	015	291 4572
Pongola	Mrs E. Ferreira	Old Spoomet Bldg Piet Retief Rd	Pongola	16543	413 3213	034	413 2314
Port Elizabeth	Mr S Van Eck	95 Mangold Str., Newton Park	Port Elizabeth	16544	365 7966	041	364 0890
Port Shepstone	Mrs M Petrides	1718 Main Harding Rd Marburg	Port Shepstone	16545	685 4294/4295	039	685 5736
Pretoria	Mr F Prins	438, 12th Avenue	Gezina	16546	335 4239/4260	012	086 625 4452
Pretoria	Mr G Steyn	438, 12th Avenue	Gezina	16546	335 4239/4260	012	335 5617
Qwa Qwa	Mr D Maputi	Site 2/47 Moropotsane Street Industrial 2	Qwa Qwa	16547	713 2237	058	713 2238
Richards Bay	Mr Viljoen	1 Irvine Bell Rd Empangeni Rail	Empangeni	16548	772 7556/39	035	792 2631
Rustenburg	Mr P Bolz	146 Kloppe Street 0299	Rustenburg	16549	597 1384/5	014	592 5223
Sibasa	Mr S Matsila	Office no4 ODYF Bld Post Office Str, Toyondo	Sibasa	16550	962 1135	015	962 1135
Standerton	Mr V Gopal	29A Beyers Naude Drive	Standerton	16551	712 5460	017	712 5470
Steelport	Mr P Lategan	372 KT, Dwarsrivier Farm	Steelport	16552	230 5338	013	230 5318
Upington		River City Centre, Office 107 Scott Str.	Upington	16553	331 1673/9	054	331 1696
Vanderbijlpark	Mr W Willemse	6 Nikkel Street	Vanderbijlpark	16554	931 3949/50	016	931 3951
Vryburg	Mrs M Muller	8 Davis Str, Industrial Vryburg	Vryburg	16555	927 0719/1600	053	927 5315
Vryheid	Mr E. van Blerk	1 Dias Avenue	Vryheid	16556	983 2133/2768	034	983 2769
Welkom	Mr P Oosthuizen	23D 12th Str. Voorspoed East	Welkom	16557	396 1128	057	355 3024
Witbank	Mr M Kotze	47 Voortrekker Str, Witbank Industrial City, Warehouse 16	Witbank	16558	656 5574	013	656 0389
<b>FIDELITY REACTION SERVICES (430)</b>							
Head Office	Mr K Whateley	1169 Domkrag Street	Robertville	16559	472 7509	011	672 1965
Control Room - Robertville	Mr N Maharaj	1169 Domkrag Street	Robertville	16560	0861 11 19 99	011	672 1965
Lonehill Control Room	Mr C Coetzee	81 Studio Office Park Concourse Road	Lonehill	16561	467 2868	011	705 2566
<b>Associated Companies:</b>							
Secureco	Mr. B Locke	1170 Domkrag Street	Robertville	16566	375 1660	011	672 7584
Wesguard Security Services	Mr D Pretorius	50 Lansdowne Rd. Phillipi	Cape Town	16500	692 1273	021	692 1290
CSG North, South & City	Mr W Koekemoer	1169 Domkrag Street	Robertville	16568	375 1672	011	086 520 4807
Dubai - Gulf Fidelity	Mr P Bolter	Alquoz, along Sheikhzayed Road	Dubai UAE				
<b>TRAINING COLLEGES</b>							
Robertville	Mr W Thorpe	1 Leader Avenue	Robertville	16569	474 0316	011	474 9389
Scottburgh	Mr A Booyse	Amahlongwa Compound Renishaw Farm	Scottburgh	16570	976 1243	039	976 0782



## **Operational Deployment Plan**

In order to minimize, identify, mitigate and neutralise business and operational risk to you the following processes and milestones have been identified.

Upon the finalisation/awarding of this tender Senior Management will initial a planning meeting with the OC or LOC.

A Roll-Out Project team will be formed. A combined panel comprised of your and the Fidelity Consortium to finalise the recruitment criteria, venue selection, SLA and related activities.

We will appoint the Project Co-ordinator who has been identified. The co-ordinator has been vetted by both consortium members to ensure compliance with:

- In depth Background Check
- PSIRA registered
- SAPS Clearance and the perusal of all relevant documents.
- SASSETA registered
- Above average understanding of event co-ordination and planning

He/she will be appointed and responsible to ensure that the following is arranged:

### **Risk Analysis**

Appointment and deployment on an Independent Risk Analysis Specialist to:

- Request LOC to provide completed and detailed stadium safety and security survey and or risk assessment report.
- Consult with the respective Fidelity branch managers to ensure all information is shared regarding the proposed project plan
- Finalise all operational requirements and logistical arrangements
- Determine SLA finalisation
- Complete Job descriptions to match job functions
- Interview and discuss processes with all role players and project team members

### **Steward selection**

Process flow as per flow diagram see item 1.9

The process of appointing all staff is in line with the LRA.

We will in consultation with your Management identify the required personnel profile. Following this we will advertise and interview the incumbents. The following will occur:

- Perusal of CV's
- Interview
- Employment History check
- SIRA Clearance check

SAPS criminal clearance

Psychometric DAT assessment

Selection

Letter of appointment.

### **Management and Logistics**

Ordering of Specific Equipment (Capex) for example

- Vehicles
- Cell Phones
- Torches
- Bicycles
- Radios
- Batons
- Handcuffs
- Stationery
- Computer Equipment
- Email access
- Bullet-proof Jackets etc.

Sizing and Ordering of selected Uniform

Uniform issue and approved FIFA uniform to be advised by FIFA.

### **Official Commencement of Contract:**

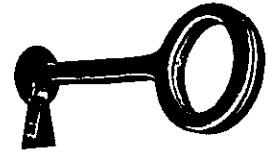
As per project plan

### **After Official Commencement of Contract:**

- Daily on-site visits
- Weekly Formalized Operational Meeting
- Monthly Overview Meetings
- Submission of Daily and Incident Reports
- Submission of weekly Report.
- Daily on site training, development of site training program schedule.
- HR/IR Functions data collection and monthly reporting.
- Risk Analysis Survey and Report (optional)

## RECRUITMENT, SELECTION AND STEWARD CO-ORDINATION

### TURN KEY OPERATIONAL CAPABILITY



#### Introduction

In order to minimize time loss due to the tight time frames given by the LOC we are able to commence with selection the 2<sup>nd</sup> April 2009. We will thus capitalise on the existing PSIRA registered Security Officers of the company within the Bloemfontein region but also would like to afford other interested parties the opportunity to apply as a reserve is always needed, we thus propose the following:

#### Project team

Upon the finalisation/awarding of this tender senior management will initiate a planning meeting the OC in order to finalise the roll-out plan. Detail may have been overseen or not included as we then require final input for implementation of the selection process.

Information to be clarified: Steward job specification ☒  
Specific stadium related job functions as per FCC regulations

✓ A roll-out project team will be formed, that will comprise senior management and operational staff to ensure strategic planning and operational / branch execution. A combined recruitment panel comprising four members will be available for the selection process for a period of 7 to 14 days to ensure adequate members are selected. We have appointed a project co-ordinator who has extensive experience in security and safety Officer selection and we are able to place the team at any location within South Africa.

#### Selection process

The selection criteria are attached hereto but for ease of reference we will be seeking Stewards that comply with:

- At least 21 years old (The younger ages will not be considered as experience is required)
- Grade 10 school certificate
- At least one year security or related experience
- Registered with PSIRA at least Grade D up to Grade B
- Clear criminal record (see attached Securilab report – company that does vetting of staff)
- Valid SA identity document to ensure no illegal immigrants are selected
- DAT English language assessment – this assessment determines the ability of the person to communicate in the English language at Grade 12 level.
- Physically fit – the person may not be disabled due to the job requirement of a Steward



- Not colour blind – this may be needed for colour ticketing verification, X-ray image interpretation and related colour identification purposes
- No hearing impairment
- Stay within reasonable distance from stadium – due to travel requirements etc.
- Contactable mobile phone
- Bank account in own name

**NOTE:** It is important to verify criminal record prior to candidate approval as the person may have been registered with PSIRA but have committed an offence since registration or may declare a clean record only to find the OC has wasted the training and PSIRA registration fees as the person has a record and cannot be registered with PSIRA. This may have a huge impact on the training numbers as our experience showed a 15% criminal record amongst applicants. . We thus propose to do criminal vetting prior to selection to ensure 100% success rate and registration with PSIRA during the training phase.

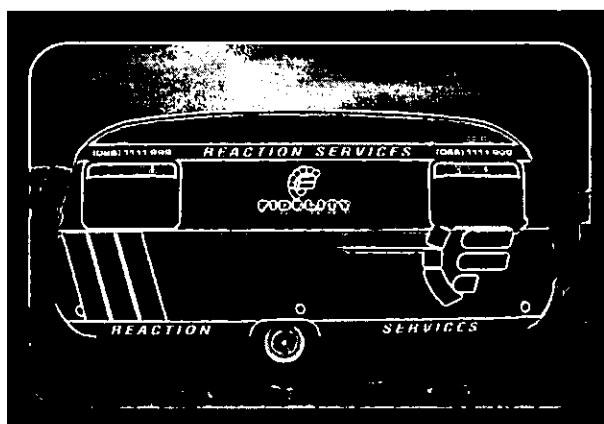
We deemed it fit to compile a MS Project plan for the recruitment and selection regarding anticipated time frames, time lines and activities. Kindly note that the recruitment project plan goes beyond a 6 week period but all pre and during tender activities are included hence the extended period. The actual recruitment and selection time frame is less than 14 days. Specific information and detailed activities should be added once the OC or LOC agrees to awarding the tender.

#### Recruitment experience

Fidelity Security Service has started numerous turn key operations nationally during the past 15 years and has the ability, capacity and resources to recruit and select at any venue in the country. At the Bloemfontein branch venue we will be able to recruit and select the number of people but we are also able to recruit from the following alternative venues to include external officers that are interested to conduct Stewarding work:

- Show grounds
- Local community halls and schools
- Place 4 marquee tents at a central venue and place an Office caravan for support – see picture below.

Fidelity has the ability to erect tents or place office support caravans at any of the abovementioned venues to conduct the recruitment.



The turn key recruitment operation for the mentioned Stewards has been done by Fidelity and we have the following contactable examples:

- South African Custodial Management – One of the Private maximum Prisons in Makhado where Fidelity has recruited more than 400 Custodial Officers since 2002.
- Department of Justice where we secured a national contract and had to recruit and select in excess of 3000 Officers on a national basis.
- Department of Home Affairs, similar in size to the above example.
- National Post Office contract with similar staffing numbers and various others to mention just a few.

### Staff Complement

Selection of the 520 Stewards for the Bloemfontein venue will be completed within a 14 day period from start to finish. Note that we received information from PSIRA that only 1050 registered Special Event Security Officers are registered with PSIRA and they are employed by various companies on a national basis. We thus have to ensure that the recruited Officers are informed that they will have to be registered with special events at PSIRA prior to deployment.

NOTE: The learners will thus not necessarily be in possession of the PSIRA Event Security course.

We anticipate adding a 10% additional recruited Officers to the existing number of 520 just to ensure we have adequate numbers on the database. (At least 575).

We will be able to draw on the following Fidelity resources in the Bloemfontein region:

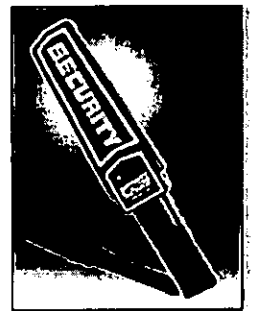
- Bloemfontein region 1 685 Officers

We will also place an advertisement (copy attached) in the local news paper, distribute information via the community leaders and advertise on local radio that suitable qualified staff is required to report for interviews, even if they are not employed with Fidelity. This will ensure that we will draw on local security organisations to make available smaller numbers of staff but still attain a good spread of people over a variety of companies. Fidelity will ensure that the main supply id from within our own ranks.

### Back-up supply

Fidelity is able to draw on reserve officers from the surrounding branches example: Welkom, Kroonstad, Qwa Qwa and Bethlehem

- Transport can be arranged for the people from outlying areas and match day is only on one day, thus no need for accommodation and increased operational cost.



## Management of the Stewarding operation

### Logistics

Fidelity has the following available resources:

Ordering of Specific Equipment (Capex items) for example:

- Vehicles
- Cell Phones
- Torches
- Traffic cones
- Radios
- Batons
- Handcuffs
- Stationery
- Computer equipment
- Bullet-proof protection
- Reaction vehicles
- Control room operations
- Uniform and stewarding clothing
- Pocket book and pen

See the attachment for Fidelity branch logistics as it supports and proof operational functionality and capacity within the company. We thus have adequate logistical support within the following areas: Johannesburg, Pretoria and Rustenburg including surrounding areas.

### Operational management:

- Draw up an operational plan for all match dates (see appendix).
- Ensure operational readiness at least 5 days prior to match day – ops meetings.
- Contact required number of stewards personally and add 15% for no shows. Fidelity post and manage 21000 Security Officers on a daily basis and have the expertise to co-ordinate and manage the selection and co-ordination of the 520 Stewards in Bloemfontein. The co-ordination will be dealt with in the same manner as any security event and logistical arrangements as per our experience and track record.
- We focus on the following event elements regarding stewarding:
  - Support the establishment of central command.
  - Enabling venue lockdown.
  - Putting in place 24-hour security and securing restricted areas.
  - Using photo IDs for employees and limited card or tag entry devices for specific classes of attendees (eg, players, team members and VIP's).
  - Structuring a formal risk management plan.
  - Ensuring pre-event training regarding specific stadium duties for all concerned and coordination with police.



- Practice the existing evacuation plan.
- Employing undercover surveillance.
- Ensuring close crowd observation techniques.
- Deploying security patrols in parking area.
- Banning carry-ins/backpacks etc and manning of tag and bag areas.

### Steward management

- Compile a venue management plan (include rostering) and liaise with event co-ordinator to identify required number of Stewards as per safety category of match but at least 7 days prior to match day.
- Normal match - Steward / spectator ratio is 1: 75 up to 100.
- High risk match - Steward / spectator ratio is 1: 50 up to 75.
- Request Stewards to report at least 2 hour prior to match for logistical arrangements.
- Attendance of event briefing meeting prior to event.
- Issuing of instructions and hot spots information, health and safety issues.
- Roll call, and rostering of staff as per event plan.
- Other arrangements e.g. pay arrangements and compliance with procedure.
- Post event briefing and reporting from duty.
- Other duties regarding access control, searching, ticket verification and equipment or property lock-up.
- Patrolling and incident response units.
- Patrolling outside stadium in private clothing to identify any illegal, fraudulent or touting ticket sales. Police to assist these members and arrest if need be.

### Crowd management

- During high risk matches we anticipate to separate the spectators not to sit close or in adjacent blocks but rather in opposite sides if at all possible. Our experience during UEFA matches were that segregation of opposing team spectators is vital.
- Ticket numbers and colour coding as per seating arrangements. There need to be more stewards for the matches inside to allocate block / seat numbers of spectators.  
Education of spectators regarding seating arrangements, point to area, block, row and seat number. Ensure that spectators sit on correct seat.

### Event experience

Fidelity has event management experience and the largest thus far was the inauguration of the Bafokeng King. This event was attended by 32000 supporters and Fidelity co-ordinated all safety and security aspects. Support was provided in terms with a traffic plan and VIP management and planning.

Fidelity Security Services is supported by Event partners SA a local events co-ordinating company. Event partners SA has expertise in:

- WesBank Raceway at Gosforth Park was done by Event partners SA. The involvement in this sporting event lasted for two years and included the following activities:
- Planning of entire event
- Training of Stewards

- Crowd management (crowd size between 200 000 on opening day). Normal event day between 50 000 and 100 000 spectators. Main sporting function motor racing, motor cross, drag racing and modified saloons etc.
- Access control and ticketing operations.
- Briefing and de-briefing sessions during the events.
- Event operational management for Gosforth park was conducted.
- 400 trained Stewards and support of Security staff were involved in these events.

### International support and expertise

The International expertise and support we have is with a company named: Capita Symonds Pty LTD based in the United Kingdom. Their respective event management capabilities and support are within the following disciplines:

- Event health and safety advice for the opening ceremony of the 2007 Tour de France in central London and road stage to the London / Kent boundary.
- Risk assessment and crowd control strategy of the Edinburgh Hogmanay for the 500 000 size crowd.
- Channel tunnel opening carnival event safety operation and co-ordination, site risk assessment.
- London marathon risk assessment and safety co-ordination.
- Wembley stadium risk assessment and safety advice.
- Olympic games in Athens advice and consultancy services regarding event safety and risk management.
- New years eve event (1999 to 2000) This big event is attended by 4 million people. The expertise is based on support with risk assessment and event safety plan.
- Assisted the UK Football Association with the database of hooligans in football.
- This company is also involved with the planning of Rugby World cup 2015 and the Olympic Games 2012 event safety and security management planning.

Deployment plan is attached.

### Costing

Note that we requested the costing template but it was not mailed to us by the LOC representative.

We will deal with the costing at two levels: recruitment and selection and management of Stewards which include co-ordination.

### Recruitment cost

The recruitment cost amounts to R 685.00 per person and it includes all activities as per the selection criteria and LOC tender guidelines. Vetting is included and a Steward file with the following information contained will be available:

- ID document copy
- Application as Steward
- PSIRA registration copy
- Training records and copies of relevant certificates
- Contact details and FCC logbook entries

The management and co-ordination cost of the Stewards includes the management of the 520 Bloemfontein Stewards, pricing for Supervisors, Management, Vehicle cost, Transport cost and equipment cost. We did not receive the template and trust that the cost is set out clear enough. We deemed it fit to include additional line items that are for the discretion of the OC:

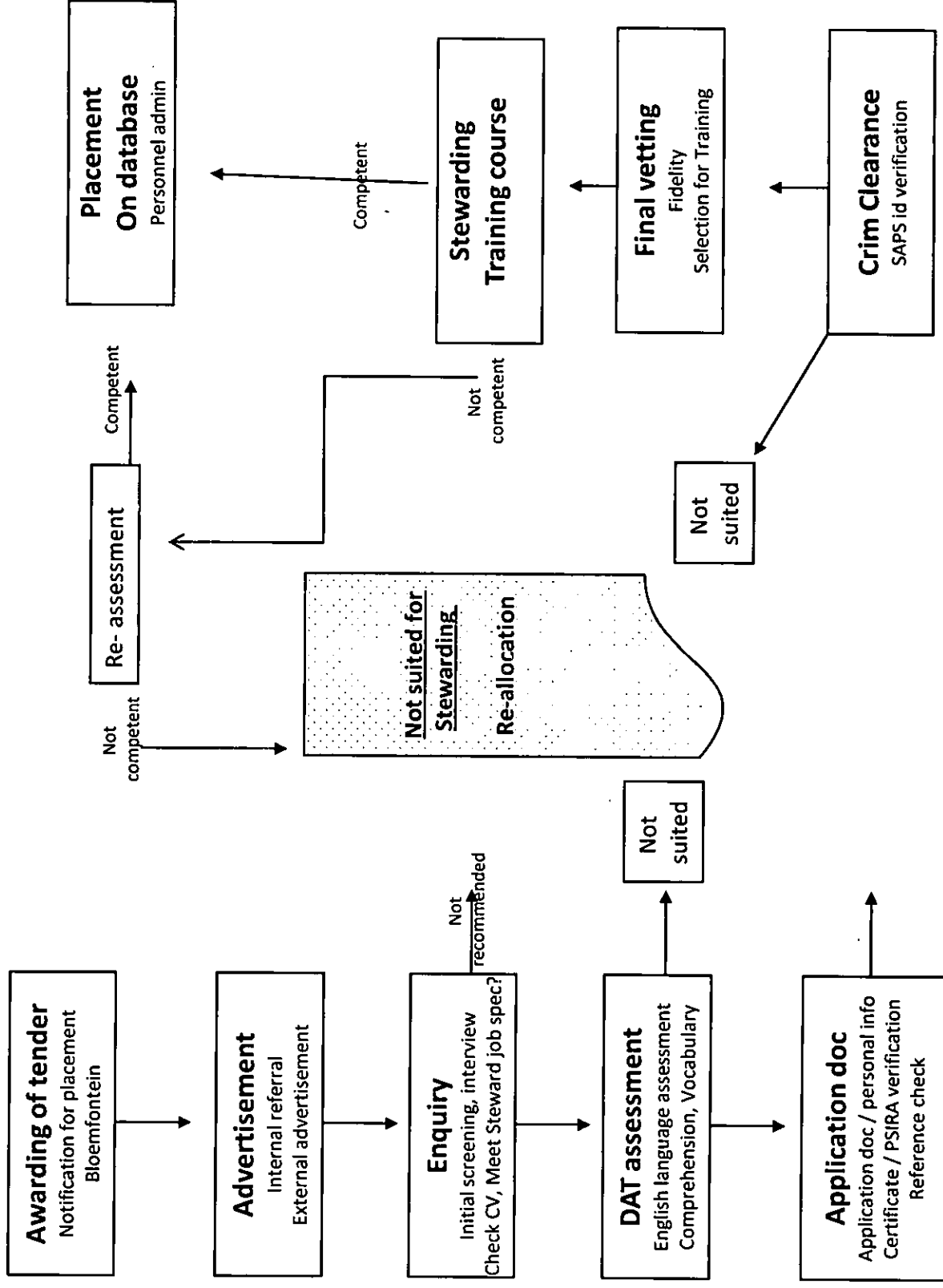
Management and Operational costs	Quantity	Unit rate	Cost excl VAT
Senior manager as Security co-ordinator	1	R 2,000.00	R 2,000.00
Operational manager	5	R 1,500.00	R 7,500.00
senior supervisors	10	R 1,000.00	R 10,000.00
Transportation cost	530	R 40.00	R 21,200.00
Security vehicles on site	2	R 900.00	R 1,800.00
Insurance cost (Limited to R 60 Million)	1	R 35,000.00	R 35,000.00
Food allowance for Officers	530	R 65.00	R 34,450.00
Rate for Stewards in standard uniform	520	R 480.00	R 249,600.00
Cost of equipment (limited to standard personal protection equipment) and handheld two-way radio	530	R 60.00	R 31,800.00
<b>Total Cost for Security Officers (Manpower)</b>			<b>R 393,350.00</b>

The above total cost is the amount proposed for the operational and management cost per event match. Although the management and supervisory positions may not have been required in terms of this tender, we recommend the inclusion due to quality Steward Management and efficient delivery of safety and security services to FIFA.

Note that the above cost is open for discussion depending on the specific requirements of the event.

# FIDELITY STEWARDING RECRUITMENT AND SELECTION FLOW

Start here



CONFIDENTIAL

## **Guidelines for the recruitment of Stewards**

Older than 21 years

Stay within transportable distance from stadium

Have at least one year Security experience

Clear criminal record

Not colour blind or have a hearing impairment

Physically fit

● Grade 10 school certificate

### **Shortlisted:**

Registration at PSIRA at least Grade D

Copy of identity document

Book for Stewarding training

Sign part time Stewarding agreement

●

# CONFEDERATION CUP STEWARDING POSITIONS

**Fidelity Security Services is an equal opportunity and employment equity employer.**

Suitable qualified PSIRA registered Grade D, C and B Officers are invited to apply for the mentioned positions. All applicants will be subjected to a process of security registration and clearance.

## **The Stewarding Position:**

- Control and direct crowds at sport venues
- Control access and egress of spectators as per ticketing and seating requirements
- Interact with spectators in friendly and courteous manner
- Ensure safety of spectators by the application of occupational health and safety practices
- Monitor and maintain dynamic static safety and security principles pre, during and after a match was played.
- Monitor crowd behaviour and report incidents

## **Minimum Requirements:**

- Grade 10 school certificate,
- Valid SA identity document SA citizenship,
- 21 years or age or older.
- Valid PSIRA registration of Grade D or higher
- Clear SAPS criminal record
- Physically fit (no hearing impairment or colour blindness)
- Fluent in the English language.

Interested applicants may place their applications, certified copies of their qualifications and curriculum vitae into the application box which is situated at.....

If you are not contacted within 7 days from the closing date, consider your application as unsuccessful. Correspondence will take place between short listed candidates only.

**Applicants must further take note that we intend to empower and train people who will form part of the pool of trained Stewards for the Confederation Cup only. No permanent positions are offered as you will be utilised as and when required. Immediate or permanent employment therefore cannot be guaranteed to successful applicants.**

Closing Date: ...../...../.....

PRIVATE &amp; CONFIDENTIAL

09 March 2009

Enquiry #:	21918
Client:	SecuriLAB
Submitted:	26 Feb 2009 08:49 by Yolandi Du Toit
Number of Candidates:	18

**CANDIDATE 1:**

ID Number	Surname	First Name	Middle Initial(s)	Date of Birth
6707215249081	Mncube	Nelson		21 Jul 1967
Gender	Maiden Name	Town of Birth	Residential Address	
Male				

**CHECKS REQUESTED:****Criminal record check - No criminal record****Credit check - Clear**

Powered by Credit Data Online

Principal Clearance

Ticket Number: 0443886668  
Name of subject: MNCUBE MBONISENI NELSON  
6707215249081  
Report Date: 2009/02/26 08:49:16 AM

**Principal Header**

This section of your Credit Report reflects your personal details: surname, forename, ID number, marital status and gender information. TransUnion Credit Bureau receives this information from the credit grantors. Credit grantors receive this information when you apply for credit.

Consumer Number 255487965  
Surname MNCUBE  
Forename(s) MBONISENI NELSON  
Also Known As MNCUBE,NELSON,MBONISENI 2000-03-08  
Spouse forname THULISILE  
Addresses 1999-03-05 PRIVATE PB 578,VRYHEID,KN,3100,ZA  
1999-03-08 PB 578,NKANDLA,KN,3855,ZA  
1996-11-18 706 NGIDI ST,ORLANDO  
EAST,ORLANDO,GP,1804,ZA  
1996-07-25 198 DIEPKLOOF HOSTEL,DIEPKLOOF,GP,1862,ZA  
Employment details Occupation SECURITY Employer: SPRINGBOK PATROLS Date:  
1999-03-08  
Occupation SECURITY GUARD Employer: SECURITAS SYSTEM  
Date: 1996-07-25

Remarks  
ID Number(s) 6707215249081  
Date of birth 1967-07-21  
Work Telephone 011 8393236  
Home Telephone 011 9353408

Ticket Number 0443886668  
Message  
Dispute record date  
Debt council date

#### Telephone History Information

Details of current and previous telephone numbers supplied by the credit grantor to TransUnion Credit Bureau.

**\*\* No Information To Display \*\***

#### Judgments

When you fall behind with your accounts or fail to make payments and fail to respond to reminder letters the credit grantor may apply for a court judgment. A judgment is granted when a court has ordered the individual to make payment on the debt or outstanding account. A judgment remains on your Credit Report for 5 years.

**\*\* No information to display \*\***

#### Default Data

Default Data is information supplied to TransUnion Credit Bureau by the credit grantor and relates to late payment or non-payment of accounts. A default remains on your Credit Report for 1 year. If the default relates to a bad debt written off, repossession, or credit card revoked it will remain for 3 years.

**\*\* No information to display \*\***

#### Notarial Bonds

A Notarial Bond is a bond over movable property registered by the Registrar of Deeds. Many creditors use Notarial Bonds to secure debts. A Notarial Bond is not considered negative information. The Notarial Bond means that should you become insolvent the creditor holding the registered bond has the preferential claim over the finances raised from the sale of your moveable assets.

**\*\* No information to display \*\***

#### Notices

A Notice is legal action that has been taken against you after you have failed to pay a debt/outstanding account. Notices include administration orders, provisional sequestrations, sequestrations and rehabilitation orders. Administration Orders remain on your Credit Report for 10 years, rehabilitation orders remain for 5 years and sequestrations remain for 10 years if no rehabilitation order is granted.

**\*\* No information to display \*\***

#### Principal Trace

A credit grantor loads a Trace Alert on your report when he is unable to make contact with you due to outdated contact information. The credit grantor will then be notified as soon as updated contact details are available

**\*\* No Information To Display \*\***

#### Enquiry history - Business

This section shows enquiries made on the subject in there business capacity.

Date	Subscriber	Contact	Type
2009-02-26	IFACTS USER	SECURILAB(011)786-8556	CLEARANCE

#### Enquiry history - Individual

This section shows enquiries made on the subject in there individual capacity.

**\*\* No Information To Display \*\***

Disclaimer:

This report and its contents (collectively 'report') contain information from public records which Cred-it-Data Online Holdings (Pty) Ltd, its partners/vendors and Information provider(s), The Credit Bureau(s), does not control, and which have not been verified unless otherwise indicated. Cred-it-Data Online Holdings (Pty) Ltd, its partners/vendors and Information provider(s), The Credit Bureau(s), does not give any undertakings of any nature in relation to the report or as to the accuracy or correctness of the report. Use of the reports requires the customer to use their own skill and judgment. Cred-it-Data Online Holdings (Pty) Ltd, its partners/vendors and Information provider(s), The Credit Bureau(s), shall not be liable for any decisions taken or actions by the customer in reliance on the reports. Save as aforesaid, the report and the use thereof are subject to Cred-it-Data Online Holdings (Pty) Ltd, its partners/vendors and Information provider(s), The Credit Bureau(s), standard subscription agreement, terms and conditions and general use of credit information as stated in the National Credit Act, a copy of which is available on request.



**Drivers license verification - Confirmed**

Code	Date of Issue	Expiration Date	Comments	Place of Issue
EC	09.08.2006	09.08.2011		

**PSIRA Check - Confirmed**

Registration Inquiry S/O

Security Service Provider Details

Psira Number : 5019

First Names : MBONISENI NELSON

Surname : MNCUBE

Gender : Male

Identity Number : 6707215249081

Registration Status : Registered

Registration Date : 1991-03-18

Grade : C

Instructor :

Specialized Courses

Response Security Officer

## DISASTER MANAGEMENT EVENTS FILE

Please note that this document is only a guideline for event-planning purposes.

### TABLE OF CONTENTS

NO.	CONTENT
1	Overview
2	Plans/Road maps
3	Emergency numbers
4	Certificates of approval
5	Risk assessment
6	Day programme
7	City Power
8	EMS medical plan or other medical services
9	Disaster Management
10	EMS Fire Safety
11	Environmental Health Plan
12	JHB Metro Police Department Plan
13	JHB Water
14	Joburg Development Agency
15	Joburg Roads Agency.
16	Pikitup/Venue cleaners
17	Metrobus
18	Security company
19	Letters and minutes
20	Incident reports
21	Evaluation

**DISASTER MANAGEMENT : CHECKLIST FOR EVENT FILE**

Name of event: \_\_\_\_\_

Date: \_\_\_\_\_ Venue/Stadium: \_\_\_\_\_

Contact person: \_\_\_\_\_

Telephone: \_\_\_\_\_ Cell number: \_\_\_\_\_

Responsible Disaster Management Consultant: \_\_\_\_\_

ITEM	FUNCTION	YES	NO
CLASSIFICATION / STATUS	High Medium Low		
Applications :	Johannesburg Metro Police Department: To comply with the Gatherings Act. Road closure Helicopter landings Sign Indemnity form		
	EMS – Fire Safety		
	Joburg Roads Agency Road Closure		
	Environmental Health Noise control Food		
	SAPS Liquor License		
	City Parks/Sports and Recreation Book venue		

ITEM	FUNCTION	YES	NO
Notify:	Events Office		
	Disaster Management		
	All other role players		
Approval:	JMPD		
	Parking Arrangements		
	Manpower		
	Tow Trucks		
	Other JMPD Assistance		
	Helicopter Landing Permission		
	EMS - Fire Safety Inspection		
	Marquee Tents / Stages Inspected -- Certificates Issued		
	Fire Extinguisher Requirements		
	Fire Retardant / Drippings		
	Signage		
	Evacuation Routes		
	ENGINEERS REPORTS / CERTIFICATES to be handed over to Fire Safety		
	Marquee Tents		
	Stages		
	Electricity		
	Buildings		
	Other		
	JRA		
	Road Closure		
	Signage		

ITEM	FUNCTION	YES	NO
Approval cont.	Environmental Health (Noise control)		
	Food Traders Licenses		
	CITY PARKS		
	Use of facilities/venue		
	SAPS		
	Liquor License		
Floor plan	Event Layout / Evacuation Routes, Overflow etc.		
Date of presentation	Book a date to present an overview at the City JOC.		
Public liability Insurance	Amount: R		
Ticketing	Cut-off dates		
Programme	Layout of programme		
JRA	Need: Cones		
	Barriers		
	Signage		
Environmental Health	Noise		
	Hygiene : Toilets etc (Number of toilets and maintenance)		
	Food		

ITEM	FUNCTION	YES	NO
EMS – Fire operational	Communications - Eagle		
	Two-way Radios		
	Medical – Response Cars		
	Ambulances		
	Medics on Bikes		
	Fire Engines		
City Power	Back-up Power available		
	Need Generators		
	Power Failure – Standby Electrician Needed		
Joburg Water	Sufficient Water		
	Need Water Sachets /		
Pikitung	Need – Clean-Up		
	Bins/ Black Bags		
	Assistance		
JDA	Mary Fitzgerald Square – Permission granted		
	Sufficient water		
	Sufficient power		
	Availability of medical facilities		
	Drainage		
	PIKITUP assistance		
Metro Bus	Need Buses		
	Identification of buses / color codes		
	Parking Arrangements		

ITEM	FUNCTION	YES	NO
Council VIPs	Was the Mayor invited		
	Was the City Manager invited		
	Other Council VIPs		
External VIPs	President		
	Ministers		
	What level of VIPs		
JOC/VOC	Full JOC / Voc		
	Mini JOC / Voc		
	Appoint a JOC/VOC Commander		
	Attendance register		
	Incident reports to be completed on the day of the event		
Additional parking Medical	Provision for overflow of vehicles / busses		
	Council		
	ER 24		
	Netcare		
	First Aid Organizations		
	Other		
	(Copy of the operational plan to be submitted to EMS)		
OHASA	Inspection (Council property only)		
SAPS involvement:	SAPS National		
	SAPS Provincial		
	SAPS local		
	Protection units		
Children	Lost children tent		
	Identification of children – name tags		
	Responsible person to look after lost children		
	After event shelter		

<b>Security</b>	Security plan / Hazards Level of training Evacuation routes Assembly points Marshalls		
<b>Notification</b>	Were businesses and communities informed of the event-taking place?		
<b>Minutes of meetings</b>	Copies required for City JOC & Disaster Management's file		
<b>Submission of files to:</b>	Date:		
	Disaster Management		
	Event Office		
	Venue JOC / VOC		
	SAPS		
<b>Evaluation/Debriefing date:</b>			

EVENT FILES TO BE COMPLETED IN FULL ACCORDING TO THE TABLE OF CONTENTS.



# DISASTER MANAGEMENT INCIDENT / SITUATION REPORT

DATE: \_\_\_\_\_

VENUE: \_\_\_\_\_

[illegible]

## ATTENDANCE REGISTER

NAME OF EVENT: \_\_\_\_\_

JOC.VOC COMMANDER: \_\_\_\_\_

DATE: \_\_\_\_\_

VENUE: \_\_\_\_\_

[illegible]

## CITY JOC MEMBERS

NAME	SIGNATURE	ORGANISATION	TEL	FAX	CELL No	E-MAIL ADDRESS
Bongki Mokaba		Event Management	011-407 7525	339 1872	082 559 3823	bongim@joburg.org.za
Chanelle Meyer		Event Management	011-407 7512	339 1872	078 4801008	joc@joburg.org.za
Stella Wilson		PIKITUP	011-712 5316	712 5322	082 855 9252	events@joburg.org.za
L J Erasmus		Disaster Management	011-407-6097	339- 1507	082 467 9506	stellawilson@pikitup.co.za
Reitha van Zyl		City Power	011-490 7048	870 3328	083 297 2327	louwer@joburg.org.za
Silas Tloubatla		JRA	011-334 5595	334 5792	082 493 0816	rvanzyl@citypower.co.za
Denzel Burgess		EMS OPS (Events)	011-985-9744	985-9738	082 312 8102	sloubatta@jra.org.za
Dee Daniel		City Parks	011-712 6604	712 6764	082 575 5013	dburgess@joburg.org.za
Mimmi Masike		City Parks	011-712 6664	712 6764	073 316 6961	ddaniel@jhbcityparks.com
Andre van Tonder		JMPD	011-490 1590	490 1864	082 598 8469	mmasike@jhbcityparks.com
Puleng Mopeli		JHB Water	011-688 1601	688 1528	071 608 6396	andrevt@joburg.org.za
Noluthando Ntamo		Environmental Health	011-407 6812	339 1443		mopeli.puleng@jwater.co.za
Mangoba Mkhize		JDA – Newtown	011-833 6323	833 2826	083 319 5026	noluthando@joburg.org.za
Mmoni Serumula		Metrobus	011-403 4300	403 4349	082 564 9567	manqoba@newtown.co.za
Futhi Shezi		Environmental Health	011-407 7143	339 1443	082 467 9380	rebecca@mbus.co.za
Pinkie Mphahlele		JMPD Events	011-490 1590	490 1864	082 484 4288	futhis@joburg.org.za
Linda J Nisele		EMS Fire Safety	011-407 6018	339 1507	082 468 3838	pinkie@joburg.org.za
Dr L Ralarala		GPG EMS		564 0201	082 066 0555	lindant@joburg.org.za
Dr Herembi		GPG EMS	011-488 3004	488 4757	082 338 4496	Ralarala.lusanda@gmail.com
Sup Kruger		SAPS	011-274 7300	274 7755	082 787 2896	eze@absamail.co.za
Tumi Lengwasa		City Power	011-490 7128	490 1864	076 970 8586	
Capt Anton Duvenage		SAPS	011- 274 7300	275 7755	072 453 1396	tlengwasa@citypower.co.za
Sen Sup Makhubele		SAPS	011 983 2600/18	983 2617	082 413 0417	gpprov.ops.plan@saps.org.za
Nomsa Khumalo		Disaster Management	011- 681 8000		082 404 9976	Jhb-pop.saps.org.za
Delano Coverdale		JMPD Events	011-490 1657	490 1864	083 531 6408	nomusa@minloaded.co.za
Sup Magudulela		SAPS Parkview	011-486 5050		082 411 4686	lanoc@joburg.org.za

Khosi Baker		COJ Environment	011 407 6718	403 4142	072 440 1909	makhosazanab@joburg.org.za
Mario Wilton		Disaster Management	011-884 8886	286 6060	083 447 3264	mariow@joburg.org.za
Enerst P Sepharatla		City Power	011-490 7780	870 3684	083 703 2590	esepharatla@citypower.co.za
Simon Manendze		EMS Province			082 369 3488	
Tessa Amod		JMPD Events	011 490-1590	490 1864	083 454 5906	tessaam@joburg.org.za
Daniel Makuse		EMS (Fire Safety)	011- 407- 6374	339 1507	0833325108	danielmak@joburg.org.za

Fidelity Branch Logistics									
Location of offices (address to be provided of all offices and catchment area where situated)	Catchment Area that you are bidding for	Grade A	Grade B	Grade C	Grade D	Grade E	Management	Admin	Firearms Security Equipment Vehicles
<b>East London</b> 12 Edison Rd Edison park Gately East London	Amathole	2	29	559	405	20	4	9	Firearms = 498 Security Equipment = 1300 Vehicles = 140
<b>Butterworth</b> Lot 8445 Ibeka Butterworth		1	3	36	42	6	1	0	Firearms = 30 Security Equipment = 8 Vehicles = 10
<b>Queenstown</b> 40 Factory Rd Queenstown		1	3	32	3	0	1	0	Firearms = 10 Security Equipment = 8 Vehicles = 3
<b>Aliwal North</b> 16 Grey Str Aliwal North		1	3	55	35	3	1	0	Firearms = Security Equipment = Vehicles =
<b>Umtata</b> 46 Textile Raulandalela Heights Mthatha		1	3	69	77	5	2	0	Firearms = 40 Security Equipment = 49 Vehicles = 12
<b>Ngcobo</b> Mihatha Str Ngcobo	OR Tambo	1	3	38	42	2	1	0	Firearms = 19 Security Equipment = 8 Vehicles = 6
<b>Mount Fletcher</b> Main Street Mt Fletcher		0	11	29	8	0	1	0	Firearms = 90 Security Equipment = 8 Vehicles = 26
<b>Flagstaff</b> 34 Main Street Flagstaff		0	0	38	16	0	1	0	Firearms = 19 Security Equipment = 8 Vehicles = 2
<b>Port Elizabeth</b> 95 Mangold Str Newton Park Port Elizabeth		12	40	571	539	28	12	12	Firearms = 152 Security Equipment = 632 Vehicles = 87
<b>Kroonstad</b> 40 Bullekani Str Kroonstad	Kopano	0	4	82	57	14	2	1	Firearms = 73 Security Equipment = 117 Vehicles = 25
<b>Welkom</b> 23D Twelfth Str Voorspoed Welkom		0	4	118	59	26	1	2	Firearms = 51 Security Equipment = 185 Vehicles = 21
<b>Bethlehem</b> 5A President Boshoff Str Bethlehem	Matluli	0	2	107	102	32	3	1	Firearms = 64 Security Equipment = 115 Vehicles = 28
<b>Phuthaditjhaba</b> Site 103 Sethunga Str Industrial Area 3 Qwa-Qwa		0	0	83	68	15	1	0	

Location of offices (address to be provided of all offices and catchment area where situated)	Catchment area (that you are bidding for)	Grade A	Grade B	Grade C	Grade D	Grade E	Management	Admin	Firearms Security Equipment Vehicles
<b>Bloemfontein</b> 60 Frikkie van Kraayenburg Str East End Bloemfontein	Motho / Xhailep	8	29	292	266	72	4	15	Firearms = 114 Security Equipment = 226 Vehicles = 39
<b>Johannesburg</b> 1170 Domkrag Str Robertville	Jozi Kafzen Osizweni	142	347	1410	1785	616	91	204	Firearms = 1522 Security Equipment = 2758 Vehicles = 349
<b>Vanderbijlpark</b> 6 Nikkel Str Vanderbijlpark	Lesedi	16	62	518	351	245	1	1	
<b>East Rand</b> 101 All Black Rd Anderbolt	Inkwe Skonke Ekurhuleni Naledi	35	50	370	603	141	10	5	Firearms = 112 Security Equipment = 583 Vehicles = 32
<b>Midrand</b> Wilby Manor Office Estate 14th Ave Noordwyk Midrand	Zonkizwe	5	54	146	197	11	5	4	Firearms = 1 Security Equipment = 407 Vehicles = 53
<b>Pretoria</b> 438 12th Ave Gezina	Dinosi	20	155	1039	129	17	21	12	Firearms = 324 Security Equipment = 919 Vehicles = 94
<b>bronkhorstspruit</b> Aqua Vista Mountain Estate	Magalies	0	2	109	6	11	1	2	
<b>Ballito</b> Shap 2 778 Main Rd Tongaat	Dolphin coast	1	0	183	255	9	2	1	Firearms = 70 Security Equipment = 118 Vehicles = 4
<b>Durban</b> Operational Office 1 Richmond Ave New Germany	Ethekeint West	24	103	1148	1457	98	6	116	Firearms = 728 Security Equipment = 1540 Vehicles = 83
<b>Pietermaritzburg</b> 100 Edendale Rd Pietermaritzburg	Midlands	1	11	206	228	18	5	1	Firearms = 206 Security Equipment = 300 Vehicles = 20
<b>Ladysmith</b> 33 Diamana Rd Ladysmith	Northern KZN	0	3	120	96	14	5	1	Firearms = 46 Security Equipment = 84 Vehicles = 7
<b>Newcastle</b> 120 Scott Str Newcastle		0	0	29	30	9	1	1	Firearms = 54 Security Equipment = 61 Vehicles = 7
<b>Vryheid</b> 1 Dias Ave Vryheid		0	0	127	105	16	5	2	Firearms = 124 Security Equipment = 173 Vehicles = 16

Additional Information

Location of offices (address to be provided of all offices and catchment area where situated)	Catchment area that you are bidding for	Grade A	Grade B	Grade C	Grade D	Grade E	Management	Admin	Firearms Security Equipment Vehicles
<b>Port Shepstone</b> 1718 Main Harding Rd Marburg	South Coast	0	3	147	214	18	7	1	Firearms = 89 Security Equipment = 223 Vehicles = 19
<b>Kokstad</b> 42 Groom Str Kokstad		0	59	128	47	1	4	2	Firearms = 110 Security Equipment = 225 Vehicles = 31
<b>Pongola</b> Old Spoomet Building Plet Rellef Rd Pongola	Zululand	0	0	82	92	40	4	1	Firearms = 97 Security Equipment = 118 Vehicles = 23
<b>Richardsbay</b> 1 Irvine Bell Rd Empangeni Rail		6	15	234	299	28	5	4	Firearms = 172 Security Equipment = 467 Vehicles = 40
<b>Polokwane</b> 158 Hans van Rensburg Polokwane	Capricorn	3	36	361	252	16	8	3	Firearms = 191 Security Equipment = 522 Vehicles = 67
<b>Louis Trichard</b> 19 Vlei Str Makhado		3	11	235	125	5	1	0	
<b>Tzaneen</b> Anlimoon Str Loretto park Tzaneen		0	0	45	55	3	1	0	
<b>Sibasa</b> Shop 4 Old UIF Building Post Office Str Thohoyandou		0	6	79	39	1	2	0	
<b>Burgerstort</b>	Mopani	0	0	70	71	5	1	1	Firearms = 21 Security Equipment = 12 Vehicles = 4
<b>Hoedspruit</b>		0	0	15	25	3	1	1	Firearms = Security Equipment = Vehicles =
<b>Marble Hall</b> 210 Naude Ave Marble Hall	Waterberg	0	3	189	50	4	2	1	Firearms = 10 Security Equipment = 12 Vehicles = 2
<b>Nelspruit</b> 30 van Rensburg Str Nelspruit	Ehlanzeni	1	39	364	404	55	16	3	Firearms = 88 Security Equipment = 420 Vehicles = 38
<b>Malelane</b> 11 Rotunda circle Malelane		0	0	22	79	6	1	1	
<b>Plet Rellef</b> Yellowstone Ermelo Plet Rellef	Carl Standa	0	0	69	27	0	2	0	Firearms = 7 Security Equipment = 4 Vehicles = 2

Additional Information

Location of offices (address to be provided of all offices and catchment area where situated)	Catchment area (that you are bidding for)	Grade A	Grade B	Grade C	Grade D	Grade E	Management	Admin	Firearms Security Equipment Vehicles
<b>Standerfont</b> 29A Beyers naude Dr Standerfont	Oos-Oranienburg	0	12	248	100	2	11	2	Firearms = 34 Security Equipment = 178 Vehicles = 16
<b>Wilbank</b> Industrial Crescent Klipfontein Wilbank	Nkangala	1	28	223	152	9	5	4	Firearms = 82 Security Equipment = 270 Vehicles = 28
<b>Klerksdorp</b> 38 Central Ave Flamwood Klerksdorp	Tau	42	158	554	706	346	19	6	Firearms = 60 Security Equipment = 1086 Vehicles = 79
<b>Vryburg</b> 7 Leipoldt Str Vryburg		2	2	134	118	13	3	1	Firearms = 75 Security Equipment = 85 Vehicles = 11
<b>Mafikeng</b> 32 James Watt Crescent Industrial site Mafikeng	Tiger	5	5	218	222	41	8	4	Firearms = 200 Security Equipment = 397 Vehicles = 42
<b>Rustenburg</b> 146 Kloppe Str Rustenburg		0	6	163	157	12	4	5	Firearms = 64 Security Equipment = 349 Vehicles = 34
<b>Zeerust</b> Kloof Str 43 Industrial Sites Zeerust		7	21	67	115	78	2	0	Firearms = 19 Security Equipment = 18 Vehicles = 3
<b>Brits</b> 9 Krethmar Str Brits		1	1	41	8	4	1	1	Firearms = 52 Security Equipment = 60 Vehicles = 11
<b>Kimberley</b> 8 Froude Str Kimberley	Diamond	1	9	170	151	38	9	1	Firearms = 72 Security Equipment = 303 Vehicles = 31
<b>Upington</b>	Namaqua	0	2	44	57	4	1	0	Firearms = 8 Security Equipment = 9 Vehicles = 1
<b>Calvinia</b>		0	1	13	22	3	1	0	Firearms = 8 Security Equipment = 9 Vehicles = 2
<b>Springbok</b>		0	7	28	20	1	1	0	Firearms = 9 Security Equipment = 11 Vehicles = 3
<b>Cape Town</b> 50 Lansdowne Rd Phillipi Cape Town	Altonic Maslanyane Boland Winelands Tygerberg	22	86	1032	893	119	26	31	Firearms = 449 Security Equipment = 1781 Vehicles = 88



Location of offices (address to be provided at all offices and catchment area where situated)	Catchment Area (that you are bidding for)	Grade A	Grade B	Grade C	Grade D	Grade E	Management	Admin	Firearms Security Equipment Vehicles
<b>Worcester</b> 50 Stakkenstroom Str Worcester	West Coast	15	0	95	16	10	2	0	Firearms = 20 Security Equipment = 281 Vehicles = 50
<b>George</b> 1 Catina Centre Mark Str George	Garden Route	5	9	196	81	17	5	3	Firearms = 37 Security Equipment = 254 Vehicles = 30
<b>Mosselbay</b> 88 Montuage Mosselbay		1	5	67	30	8	2	1	

# EVENT MANAGEMENT CHECKLIST

## INDEX

Reference Number	Checklist description	Yes	No
PEPC 001	Pre event planner checklist		
ERI 001	Event registration information		
LCC 001	Local Council checklist		
LCS 001	Local Council sign off and authorisation risk management plans		
EA 001	Event approval from Local Town Council		
ESC 001	Event safety committee: Role event organiser		
ESC 002	Event safety committee: Role Logistics manager		
ESC 003	Event safety committee: Marketing and promotions manager		
ESC 004	Event safety committee: Safety manager		
ESC 005	Event safety committee: Legal manager		
SCL 001	Stakeholder contact list		
SAPS 001	SAPS contact info and progress checklist		
SSSC 001	Security, safety and stewarding checklist		
VAC 001	Venue assessment checklist		
EDS 001	Event development stage		
SMC 001	Site map checklist		
SCV 001	Security checks and vetting		
HAS 001	Health and safety assessment		
SAC 001	Site access checklist		
TMC 001	Traffic management checklist		
VVI 001	Venue vendor information checklist		
WRC 001	Waste removal checklist		
EDC 001	Event day checklist		
PEC 001	Post event checklist		
EDC 002	Event debrief checklist		

Pre-Event Planning Checklist (PEPC 001)	Completion Date
Establish Event Organising Committee <ul style="list-style-type: none"> <li>Identify delegated responsibilities</li> </ul>	
Funding and sponsorship <ul style="list-style-type: none"> <li>Ensure adequate funding allocation for emergency services and health</li> </ul>	
Check local and regional event calendars	
Research events of a similar kind	
Select appropriate venue	
Apply for permits and licenses	
Contact emergency services ie, Police (district HQ), fire, etc	
Identify and contact key stakeholders	
Identify relevant laws and regulations	

Additional comments:

Event Registration Information (ERI 001)	
Name of event	
Date of event	
Proposed venue	
Event manager's name	
Organisation name	
Address	
Phone	
Mobile	
Email	
Fax	
Target audience (children, youth, family, etc)	
Expected numbers	
Description of the event	
Alcohol to be supplied	
SIGNED:	DATE:
Comments	

Discussion with Local Council Checklist (LCC 001)			
Size of the crowd expected	<input type="checkbox"/>	Emergency vehicle access	<input type="checkbox"/>
Timing of the event (include set-up and pack out)	<input type="checkbox"/>	First aid provisions	<input type="checkbox"/>
Duration of the event	<input type="checkbox"/>	Noise assessment	<input type="checkbox"/>
Impact event will have	<input type="checkbox"/>	Food and liquor requirements	<input type="checkbox"/>
Location/venue	<input type="checkbox"/>	Toilets	<input type="checkbox"/>
Health & safety plans	<input type="checkbox"/>	Security/Safety Officers & Stewards	<input type="checkbox"/>
Traffic management plans	<input type="checkbox"/>	Parking	<input type="checkbox"/>
Public transport	<input type="checkbox"/>	Temporary structures incl. staging	<input type="checkbox"/>
Insurance – including public liability	<input type="checkbox"/>	Power and water	<input type="checkbox"/>
Number of participants	<input type="checkbox"/>	Parking restrictions	<input type="checkbox"/>
Parades and marches: route, assembly time, departure time, finish time, vehicles and floats	<input type="checkbox"/>	Generator and marquee safety permits	<input type="checkbox"/>
Special effects	<input type="checkbox"/>	Road closure required	<input type="checkbox"/>
Site plan	<input type="checkbox"/>	Regulatory licenses	<input type="checkbox"/>
Clean up	<input type="checkbox"/>	Charges for events	<input type="checkbox"/>
Consultation	<input type="checkbox"/>	Food and drinking water provision	<input type="checkbox"/>
Sewerage disposal	<input type="checkbox"/>	Waste disposal	<input type="checkbox"/>
<b>Comments</b>			

<b>Local Council Sign-off Event Risk Management Plans – (LCS 001)</b>	
Name of event	
Date of event	
Proposed venue	
Activities to be undertaken	<ul style="list-style-type: none"> <li>• Site inspection</li> <li>• Occupational health and safety inspection</li> <li>• Site survey and risk assessment</li> <li>• Maintenance plan verification</li> <li>• Safety permit issued</li> <li>• Emergency evacuation plan</li> <li>• Back-up power supply</li> <li>• Water supply and back-up</li> <li>• Parking allocation and vicinity inspection</li> <li>• Special requirements regarding site assessment</li> <li>• Other:</li> </ul>
Number of participants expected	
Type of event	<ul style="list-style-type: none"> <li>• Sport</li> <li>• Entertainment/ religious/political/ exhibition</li> <li>• Music or rock concert</li> </ul>
REVIEWED BY:	DATE:
NAME:	TITLE:
Comments	

Event Approval (EA 001)		Page 1 of 2		
Status Key	✓ = Requirements Met	O = Additional information required	X = No information provided	N/A = Requirement does not apply for this event
Requirements	Status	Comments		
Completed major events template or equivalent plan				
Emergency services have been contacted and are involved in planning and running event				
After hours emergency contact name and number				
Designated emergency coordinator				
Evidence of R_____ of liability insurance				
Documented emergency management				
Documented evacuation plan				
Documented site plan				
Documented physical site visit and inspection				
<i>If any of the following are present then the organiser must include in the plan a written confirmation and signature noting that the structure complies with the relevant legislation.</i>				
• Fencing (building regs)				
• Stage > 150 sq. m – (building regs)				
• Seating stand for > 20 people – (building regs)				
• Amusement rides – (plant regs)				
Risk assessment has been conducted & documented				
<b>Comments</b>				

Event Approval (EA 001)				Page 2 of 2
Status Key	✓ = Requirements Met	O = Additional information required	X = No information provided	N/A = Requirement does not apply for this event
Requirements	Status	Comments		
• Safe use of electricity eg, for cooking and heating				
• Appropriate waste management				
• Adherence to local Town Council food and beverage / liquor requirements				
• Provision of safe water supply				
• Escom power shedding				
• Crowd management plan				
• Registered and trained Event Stewards certification for approved amount of spectators				
• Vehicle management				
• Preventing and managing structure collapse				
• Preventing damage to the venue facilities				
• Lost persons				
• Lost items				
• Contingency plans for poor weather				
• Management of alcohol and bev				
• Human resource management				
• Overall responsibility for safety				
• VOC or JOC planning and co-ordination				
Comments				



Event Safety Committee: Role of Event Organiser (ESC 001)	
Name of event	
Name of event organiser	
Contact details	
Tasks (as below)	
Overall management of the event including risk management	
Overview of all planning and organising	
Relationship management including stakeholders and emergency services	
Financial management	
Human resource management	
Overall responsibility for safety	
Comments	

Event Safety Committee: Role of Logistics Manager (ESC 002)	
Name of event	
Name of logistics manager	
Contact details	
Tasks (as below)	
Emergency management	
Traffic management	
Site management	
Security management	
Communications and contacts	
Waste management	
Staff provisioning	
Comments	

Event Safety Committee: Role Marketing and Promotions Manager (ESC 003)	
Name of event	
Name of marketing and promotions manager	
Contact details	
Tasks (as below)	
Promotion	
Advertising	
Media releases	
Media management	
Comments	

Event Safety Committee: Role of Safety Manager (ESC 004)	
Name of event	
Name of safety manager	
Contact details	
Tasks (as below)	
Health and safety guidelines and compliance	
Alcohol management plan and SAPS liquor license	
Water supply management	
Food management	
Public safety management	
Public health management	
Evacuation scheme	
Comments	

Event Safety Committee: Role Legal Manager (ESC 005)	
Name of event	
Name of legal manager	
Contact details	
Tasks (as below)	
Permits	
Consents	
Insurance	
Finance	
Contracts	
Other legal responsibilities	
Comments	

Stakeholder Contact List (SCL 001)		
Stakeholder	Contact name	Phone/Email
Local council contacts (specify department) eg, for road closure, waste, construction		
Police		
Fire Service		
First aid and ambulance <ul style="list-style-type: none"> <li>• First aid</li> <li>• Ambulance</li> <li>• Medical/health care ie, doctors, physiotherapists</li> </ul>		
Public health		
Security Company		
Comments		

Stakeholder Contact List (SCL 001)		
Stakeholder	Contact name	Phone/Email
Hire company		
Liquor licensing		
Traffic authority		
Local business		
OH&S		
Media		
Local bus company		
Local taxi operators		
Residents		
Business owners		
Comments		

<b>SAPS Checklist (SAPS 001)</b>		
<b>Before Event</b>	<b>Task</b>	<b>✓</b>
6 months (large events) or at pre-event planning meeting in consultation with council	Contact police with event date and venue	
	Provide police with event details – type of event	
	Provide police with event organisers contact details	
	Send details of road closure (if applicable)	
6 – 8 weeks (process ongoing through planning stage)	Meet with police	
	Discuss security and risk details	
	Confirm emergency services provisions and risks	
	Review event risk management plan	
	Plan for road closure (if applicable)	
Week of event (as determined by police during planning stage)	Meet with police on site	
	Finalise traffic management plans and identify any issues	
	Finalise emergency and evacuation procedures	
	Confirm police responsibility / JOC onsite	
	Police to outline their staffing plan	
	Confirm communication channels	
	Confirm role of police in emergency	
	Develop procedure for confiscated, prohibited and left items	
Day of event	Police to attend event briefing the day of the event	
	Police communication to key stakeholders	
	Police sweeping of venue	
	Police operational requirements: staff on duty during the event. Note: Police will NOT provide staff for security work.	
<b>Comments</b>		



Security, Safety and Stewarding Checklist (SSSC 001)		
Name of security company		
Security required from	TIME:	DATE:
Security required to	TIME:	DATE:
Security staff number required		
Security briefing	TIME:	DATE:
Present at briefing		
All PSIRA registered		
Security Company liability		
Stewarding training certification		
Role of security		
Role of safety officers		
Role of event stewards		
Special considerations		
Have police and security been in contact?		
Comments		

Venue Assessment Checklist (VAC 001)		
Before Event	Task	✓
Exit Doors	Adequate number	
	Appropriate locations	
	Appropriate size	
	Maintained and operating	
Exit Signage	Appropriate position	
	Clear and easily read	
	Adequate lighting	
	Appropriate position	
	Clear and easily read	
Fire Protection	Sprinklers	
	Hose lines	
	Fire extinguishers	
	Smoke detectors	
	Heat protectors	
Comments		

Event Development Stage Checklist (EDS-001)	
Name of Event:	Completion Date
Conduct pre-event planning <ul style="list-style-type: none"> <li>• Core event team</li> <li>• Sub-group meetings (with liaison to core team members)</li> </ul>	
Establish incident management team (large events)	
Develop site plan <ul style="list-style-type: none"> <li>• Public open spaces identified</li> <li>• Open sites identified</li> <li>• Affected roading identified</li> </ul>	
Develop hazard identification checklists	
Prepare risk management plans	
Prepare emergency plans	
Prepare evacuation plans	
Prepare crowd control plans	
Establish communication plans <ul style="list-style-type: none"> <li>• Radio</li> <li>• Public</li> <li>• Media</li> </ul>	
Other	
Comments	

Site Map Checklist (SMC 001)			
	✓		✓
Entrances and exits		Emergency evacuation and access route	
Vehicle access paths		Pedestrian routes	
Parking		Stage location	
Food and liquor outlets		Security and police locations	
First aid stations		Rest areas	
Seating and categories		Toilets	
Lost children		Water outlets	
Safety fencing		Phones	
Rubbish bins		Information centre	
Communication centre		Media centre	
Centre for emergency services			
Comments			

Security checks and vetting (SCV 001)	
Name of Event	
Cash	
Prohibited items	
Equipment	
Crowd management	
Site management	
Other	
Comments	

Health and Safety Assessment (HAS 001)		
Name and date of event		
Building safety <ul style="list-style-type: none"> <li>• Stairs/ramps</li> <li>• Seating quality</li> <li>• Seating quantity</li> <li>• Handrails</li> </ul>		
Sanitation / chemical toilets		
Waste management	Type:	When:
Water <ul style="list-style-type: none"> <li>• Quality</li> <li>• Quantity</li> <li>• Source</li> <li>• Hot water</li> </ul>		
Pest control		
Noise Control		
Food safety <ul style="list-style-type: none"> <li>• Licenses</li> <li>• Refrigeration</li> <li>• Power supplies</li> <li>• Cooking devices</li> <li>• Removal of liquid waste</li> <li>• Food source assessment</li> <li>• Staffing assessment</li> </ul>		
Comments		

<b>Site Access Checklist (SAC 001)</b>			
	✓		✓
Assigned supervisor		Stewards assigned and briefed on directing crowds	
Turnstiles, barriers, fences are all checked		Adequate no. staff have been employed	
Staff are well trained and briefed		Wheelchair access allocated	
Access has been allocated for emergency vehicles		Entrance ways are clear – no activity, signage etc blocking entrances	
Areas are assigned for checking bags for prohibited items		Storage for prohibited items	
<b>Comments</b>			

<b>Traffic Management Checklist (TMC 001)</b>		
<i>To be used for any event requiring traffic management plans, or involving large numbers of people – stadium events, parades, fun runs, festivals, etc</i>		
Requested date and time of the event	Date:	Time:
Event location		
Details of the event route or venue (attach map if relevant)		
*****Site plan to be attached to this form where available		
Event organiser contact details PRIOR TO THE EVENT		
NAME PHONE EMAIL		
Event management contact details DURING THE EVENT		
NAME PHONE EMAIL		
Council contact details		
Traffic contact details		
<i>Council approval where required</i> Signed/approved: Date:		
Comments		



Venue Vendor Information checklist (VVI 001)			
Business name/ vendor name	Contact phone for event	Type of food and bev	Event permit no.
Comments			

Waste Removal checklist (WRC 001)				
Number of bins available		Public Use	Food Outlets	Medical/First Aid
	Cans			
	Wheelie bins			
	Secured wheelie bins			
	Hazardous material			
	Other (describe type)			
Timetable for emptying bins				
Timetable for removal of rubbish from site				
Arrangements for site clean up				
Arrangements for clean up of surrounding areas				
Group responsible for setting out bins				
Group responsible for emptying bins				
Group responsible for clearing rubbish from site				
Group responsible for final site clean up and clean up of surrounding area				
Comments				

<b>Lost Children Report (LCR 001)</b>	
Date:	Time:
Report written by:	
<b>Information about child (as known)</b>	
Name	
Address	
Age	
Phone number	
Location child was found	
Who found child	
<b>Description of child</b>	
Gender	
Ethnicity	
Clothing description	
Unique physical features	
<b>Information about Parents</b>	
Name	
Address	
Phone Number	
<b>Comments</b>	

Event Day Checklist (EDC 001)	
Date of event:	Notes
<b>Complete site check</b> <ul style="list-style-type: none"> <li>• Food</li> <li>• Water</li> <li>• Toilets</li> <li>• General safety</li> <li>• Traffic/vehicle controls</li> </ul>	
<b>Brief emergency services</b>	
<b>Implement radio communications plan</b>	
<b>Brief Incident Management Team (large events)</b>	
<b>Information centre set-up complete and briefed</b>	
<b>General notes:</b>	
<b>Comments</b>	

Post-event checklist (PEC 001)	
Name of event	
Action	Completed
Post-event debrief and evaluation meeting	
Completion surveys	
Make recommendations for safety	
Compile evaluation report	
Notes	
Comments	

<b>Event debrief checklist (EDC 001)</b>	
Name of event:	
Attendance Number:	Comments:
Number of Incidents:	
Event Manager comments	
Police Report	
First Aid officer's report	
Number of casualties treated:	If transport to hospital was necessary explain why:
Numbers transported to hospital by ambulance:	General breakdown of injuries or illnesses treated (eg, 40% headaches, 10% sprained ankles etc):
Numbers referred to doctor on and off site:	
Security report	
Venue/site owner report	
Media feedback	
Local council report (if appropriate)	
<b>Comments</b>	

## CONTINGENCY PLANS

We include herewith a sample contingency plan that is used for one of our clients. A similar plan will be drawn up to ensure all aspects relating to event safety and security is covered.

## CONTINGENCY PLAN

### INDEX

1. APPLICATION
2. REVISION DATE
3. CONTINGENCY PLAN SIGNAGE LIST
4. TRAINING SCHEDULE (MONTHLY)  
AQCKNOWLEDGEMENT SIGNATURE LIST
5. CONTACT NUMBERS (INTERNAL)
6. CONTACT NUMBERS (EMENRGENCY)
7. ACTION PLAN 1 - VEHICLE BREAKDOWN
8. ACTION PLAN 2 - TRANSIT ROBBERY
9. ACTION PLAN 3 - DEPORT ROBBERY
10. ACTION PLAN 4 - SITE ROBBERY
11. ACTION PLAN 5 - BOMB THREATS
12. ACTION PLAN 6 - FIRES – DEPOT / VEHICLE
13. ACTION PLAN 7 - POWER FAILURE
14. ACTION PLAN 8 - PROTECTED / UNPROTECTED
15. ACTION PLAN 9 - FUEL SHORTAGE
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## CONTINGENCY PLAN

**CLIENT: CASH PAYMASTER SERVICES  
MOLOPO DEPOT**

### **1. APPLICATION**

1. This plan must be revised every six months.
2. All Managers, to be retrained during the monthly meeting in all aspects of the contingency plan.
3. Branch Manager, vault manager, key custodian and team leaders to be in possession of contingency plans applicable on a 'need to know' basis, during the pay period.
4. Branch manager and vault manager to take immediate charge in the event of any action. The branch manager to liaise with senior management.
5. Branch manager or designated manager will serve as first communicator for instruction and actions.
6. All managers to be available on cell phones 24 hours per day, 7 days a week.
7. All management instruction is actioned both immediately and swiftly.
8. Stand down from any contingency action can only be implemented with senior management's permission.
9. The contingency plan is a highly confidential document and may only be distributed by signature and to designated persons.
10. No information to be given to media or public in any event. All requests to be referred to senior management.

### **2. REVISION DATE:        /        2008**

**Note:** Revision to be done every six (6) months by the Branch Manager.

## CONTINGENCY PLAN

### 3. CONTINGENCY PLAN SIGNAGE LIST

**I received a copy of the contingency plan. I understand the contents and the confidentiality of this document.**

[illegible]

## CONTINGENCY PLAN

### 4. TRAINING SCHEDULE (MONTHLY)

I have received training on the contents of the contingency plan.

DATE	CO NO	INITIALS	SURNAME	SIGNATURE

**Note:**      Monthly list to be kept on record by Vault Manager

## CONTINGENCY PLAN

### 5. CONTACT NUMBERS

<u>FSS MANAGEMENT</u>			
POSITION	INITIAL/SURNAME	CELL NUMBER	OFFICE NUMBER
BRANCH MANAGER	M. PRINSLOO	0836874894	018 3817539
VAULT MANAGER	G. BROWN	0832657471	018 3814558
REG. MANAGER	H. VAN WYK	0832657472	0829066207

<u>CPS MANAGEMENT</u>			
POSITION	INITIAL/SURNAME	CELL NUMBER	OFFICE NUMBER
DEPOT MANAGER	W. PRETORIUS	0822184660	018 3814401
TECH. MANAGER	M. ZWANE	0824902591	018 3814401
ALT. MANAGER	C. VAN DER MERWE	0824956122	018 3814401
NAT. CSO	J. ENGELBRECHT	0823802722	
REG. NET 1 MAN.	M. STRUWIG	0732620200	018 6325807

<u>SENIOR MANAGEMENT</u>			
POSITION	INITIAL/SURNAME	CELL NUMBER	OFFICE NUMBER
CEO FSS	W.A.J. BARTMANN	0837036226	011 2443903
REG DIR. FSS	A.A.C. BARTMANN	0832658880	011 3751604
NAT. RISK MAN. FSS	L. VERGOTINNI	0836285767	

<u>CONTROL ROOM</u>			
POSITION	INITIAL/SURNAME	CELL NUMBER	OFFICE NUMBER
FSS CONTROL ROOM			018 3817539
CPS COMM. CENTRE.			
BANK SECURITY			0861212999

## CONTINGENCY PLAN

### 6. EMERGENCY NUMBERS

<u>SAPS</u>		
POLICE STATION	TELEPHONE NUMBER	STATION COM. CELL NO.

<u>AMBULANCE SERVICE</u>		
REGION	TELEPHONE NUMBER	

<u>MECHANICAL SERVICE</u>		
SUPPLIER	TELEPHONE NUMBER	CELL NO.

<u>FIRE DEPARTMENT</u>		
REGION	TELEPHONE NUMBER	ALTERNATIVE NO.

<u>LOCKSMITH</u>		
REGION	TELEPHONE NUMBER	ALTERNATIVE NO.

<u>DISASTER MANAGEMENT</u>		
REGION	TELEPHONE NUMBER	ALTERNATIVE NO.

## CONTINGENCY PLAN

### 7. ACTION PLAN 1: VEHICLE BREAKDOWN

**This plan is applicable if default occurs during transit, during an accident and during natural disasters.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
Team leader to inform NW CPS control room and management with location.	Team Leader	Immediately
Deploy officers defensively around the vehicle.	Team Leader	Immediately
Verify location of vehicle using the vehicle tracking system.	N.W. CPS communication centre	Immediately
Dispatch spare vehicle and mechanic.	Branch Manager	Immediately
Establish asset value and obtain permission to re-route to another vehicle.	FSS Regional Manager CPS Regional Manager CEO	Immediately
In case of an accident, establish injuries – dispatch ambulance, police etc	NW CPS communication centre	Immediately
Senior manager to be dispatched to scene for operational instructions	Branch Manager Vault Manager FSS Regional Manager	As soon as possible

## CONTINGENCY PLAN

### 8. ACTION PLAN 2:                      TRANSIT ROBBERY

ACTION	RESPONSIBILITY	TIME FRAME
Activate vehicle panic button Report to N.W. CPS control room with exact location, essential information e.g. injuries, suspect vehicles, ability to commence travelling etc. Inform the Client	Driver Team Leader  FSS Regional Manager	Immediately STEP 1
Respond to Bank Security's notification of a panic alarm.	N.W. Communication centre	Immediately
Report to Regional Manager All relevant information obtained from team leader.	N.W. CPS communication centre	Immediately STEP 2
If money on vehicle still in safes, (attempted robbery) vehicle be mobile they are to proceed to nearest SAPS.	FSS Regional Manager Driver	Immediately STEP 3
Request SAPS to go to the scene if necessary (robbery).	Regional Manager N.W. CPS communication centre	Immediately STEP 4
Inform CEO and Regional Director with essential information.	Regional Manager	Immediately STEP 5
Completed comprehensive report to be sent to Claims Department	Investigator / Regional Manager	When completed.

## CONTINGENCY PLAN

### 9.     ACTION PLAN 3:             DEPOT ROBBERY

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
Activate panic alarm, secure vault area.	Vault Manager Key custodian	Immediately
Inform Regional Manager, Branch Manager, Bank Security, SAPS, N.W. CPS control room.	Vault Manager Branch Manager	Immediately
Inform CEO Inform the client	Regional Manager	Immediately
Establish injury, hostage possibility and convey to Regional Manager. If the above is not possible remain claim to minimize possible loss of life.  If any injuries, Pricillia Van Der Spuy must be informed	Vault Manager N.W. CPS Control Room  Branch Manager	Immediately  Immediately
Re-deploy available security officers to secure depot. Secure scene for investigation purposes.	Regional Manager Branch Manager	Immediately
Ongoing asset protection to be established.	Branch Manager Supervisor (FSS Guarding)	Immediately



## CONTINGENCY PLAN

### 10. ACTION PLAN 4:                      SITE ROBBERY

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
Activate vehicle panic alarm.	Driver	Immediately
Respond to Bank Security's notification of a panic alarm.	N.W. Communication centre	Immediately
Report to Regional Manager all relevant information obtained from team leader.	N.W. CPS communication centre	Immediately
Request SAPS to go to the scene immediately.	Regional Manager N.W. CPS communication centre	Immediately
Inform CEO and Regional Director with essential information. Inform the client	Regional Manager  Regional Manager	Immediately
Dispatch additional security officers, spare vehicle, management etc (whatever is applicable).	Regional Manager Branch Manager	Immediately
Secure scene, complete comprehensive report, polygraph tests, etc. Ensure firearm legislation requirements are adhered to.	Investigator IR Manager Armoury Manager	Immediately

Establish injuries, hostage possibility and convey to Regional Manager. If the above is not possible remain calm to minimize possible loss of life.	Team Leader N.W. CPS communication centre	Immediately
Re-deploy available security officers to secure site. Secure scene for investigation purposes.	Regional Manager Branch Manager	Immediately
Ongoing asset protection to be established.	Team Leader	Immediately
Assist beneficiaries, calmly clear and secure scene, ensure controlled exit of beneficiaries.	Team Leader Security Officers	Immediately

## CONTINGENCY PLAN

### 11. ACTION PLAN 5:                      BOMB THREAT – DEPOT / PAY POINTS

ACTION	RESPONSIBILITY	TIME FRAME
Vault area to be closed, locked and armed. Inform N.W. CPS communication centre. Inform Regional Manager.	Vault Manager	Immediately
Evacuate depot building. Do not jeopardize procedures.	Vault Manager	Immediately
Dispatch SAPS, fire services.	N.W. CPS communication centre.	Immediately
Re-deploy security officers at a safe distance to ensure no breach of security.	Vault Manager Team Leader Branch Manager	Immediately
Authority to commence with operations can only be give by SAPS officer in charge	Regional Manager Branch Manager	Immediately
Bomb threats often serve as an instrument to ensure a breach in security by armed robbers.	Managers Team Leader Security Officers	Immediately
Interview receiver of threat for possible evidence. Compile comprehensive report.	Branch Manager Investigator	Immediately
If threat occurs at pay point, together with client official evacuate beneficiaries to a safe distance and inform management.	Team Leader	Immediately

Security officer and vehicles to evacuate to a safe distance and await further instructions.	Team Leader Driver	Secondary response
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## CONTINGENCY PLAN

### 12. ACTION PLAN:                      FIRES – DEPOT / VEHICLE

ACTION	RESPONSIBILITY	TIME FRAME
Activate depot / vehicle panic button Report to N.W. CPS communicate centre with exact location, essential information e.g. injuries, ability to commence travelling etc. Inform Regional Manager Use fire fighting equipment available in the depot/ vehicle.	Vault Manager Driver  NW CPS Control Room  Team Leader / Crew Key custodian	Immediately
Request help from SAPS, Fire and Emergency Services.	N.W. CPS Control Room	Immediately
Inform CEO and Client	Regional Manager	Immediately
Secure scene by re-deploying security officers.	Vault Manager Team Leader	Immediately

**CONTINGENCY PLAN**

13.    **ACTION PLAN 7.**                      **POWER FAILURE – DEPOT**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
Secure High Risk area using security officers. Inform the N.W. CPS communication centre and Regional Manager that teams could be leaving late. Inform the client of the above.	Vault Manager Team Leader  Regional Manager	Immediately
Request the use of a generator from the client to maintain operation.	Vault Manager	Immediately
Purchase a generator and ensure it has fuel and check that it is operational.	Vault Manager	Weekly
Ensure security procedures are not breached.	Vault Manager Key Custodian	Immediately

## CONTINGENCY PLAN

### 14. ACTION PLAN 8: PROTECTED / UNPROTECTED STRIKE

ACTION	RESPONSIBILITY	TIME FRAME
Strike; notify the NW CPS communication centre.	Branch Manager	Immediately
Notify the Regional Manager	NW CPS communication centre.	Immediately
Inform the CEO, IR Manager and Client.	Regional Manager	Immediately
Set Ultimatum	Branch Manager	5 minutes
IR to send a letter to be issued to security officers who are on strike.	Branch Manager	ASAP
Set up meeting with representatives from the union and shop stewards	Branch Manager	ASAP
Negotiations must continue to try and get security officers back to work.	Regional Manager Branch Manager	ASAP
Contact off duty security officers to come in and assist. Contact other managers in the region to assist to ensure that business continues as usual.	FSS control room  Regional Manager Branch Manager	If applicable
Contingency plan consisting of backup officers must be arranged.	Branch Manager FSS control room	On instruction

<p>Transport arrangements must be made to assist those willing to work.</p> <p>Feedback to be given to CEO and Regional Director.</p>	<p>Branch Manager</p> <p>Regional Manager Branch Manager</p>	<p>If applicable</p> <p>Periodically</p>
<p>If firearms issued, SAPS to be contacted as the Fire Arm Act is being contravened.</p> <p>Failure to return firearms, charges of illegal possession of firearms to be made.</p> <p>Legal Department to be informed.</p>	<p>Regional / Branch Manager</p>	<p>Immediately</p>
<p>FFSPRO8B to be completed and forwarded to IR and Regional Director.</p>	<p>Branch Manager</p>	<p>Periodically</p>
<p>Request Client to inform beneficiaries we are experiencing a problem.</p>	<p>Regional Manager</p>	<p>When necessary</p>
<p>Establish a work place committee to meet with management to prevent / alleviate strikes before they take place.</p> <p>Monthly meeting to be held.</p>	<p>Branch Manager</p>	<p>Monthly</p>



## CONTINGENCY PLAN

### 15. ACTION PLAN 9:                    FUEL SHORTAGE

<u>ACTION</u>	<u>RESPONSIBILITY</u>	<u>TIME FRAME</u>
Vehicles to be filled on a daily basis, during payment cycle, before the driver finishes his shift.	Driver	Daily
If fuel not available from normal supplier, an alternative supplier to be sourced with the assistance of normal supplier.	Branch Manager	Immediately
Inform the N.W. CPS communication centre informing any problems being experienced. Inform Regional Manager.	Driver  Branch Manager	Immediately
Inform CEO and Regional Director.	Regional Manager	Immediately
Obtain reserves when national shortage predicted.	Regional Director Branch Manager	Immediately

### CONTINGENCY PLAN

#### 16. ACTION PLAN 10:      VAULT OPENING FAILURE

ACTION	RESPONSIBILITY	TIME FRAME
Inform Regional Manager, Branch Manager and N.W. CPS communication centre.	Vault Manager	Immediately / Periodically
Inform CEO and client	Regional Manager	Immediately
Ensure spare key procedure is implemented.	Vault Manager	Immediately
Secure Depot with full strength until operation commences.	Vault Manager Team Leader	Immediately
Inform relevant person to open the vault / safes.	Regional Manager	ASAP
If time frame for the safe to be opened is long, try to source money from another branch in the area.	Vault Manager Regional Manager	ASAP

**CONTINGENCY PLAN**

**17.    ACTION PLAN 11.                    ABSENTEEISM / LEAVE**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
Ensure that leave is applied for timorously and replacement informed.	Vault Manager	When applicable
Establish reason for absenteeism to rule out criminal activity.	Branch Manager Control Room	Immediately
Ensure alternative trained staff available.	Branch Manager	Immediately
Inform client if time restraints are breached.	Branch Manager	Immediately

### CONTINGENCY PLAN

#### 18. ACTION PLAN 12: KEY LOSS –VAULT / VEHICLE SAFES

ACTION	RESPONSIBILITY	TIME FRAME
If the vault keys or safe keys inside the vault are lost the Regional Manager is to be informed.	Vault Manager	Immediately
If vehicle safe keys are lost, the vehicle is to be withdrawn and new locks installed. The N.W. CPS communication centre, the Regional Manager and Branch Manager to be informed. Spare vehicle to be deployed	Branch Manger Driver Mechanic	Immediately
Investigate all losses to ensure no criminal intent.	Branch Manager	Immediately
Regional Manager and N.W.CPS communication centre to be notified of all processes.	Branch Manager	Immediately

**CONTINGENCY PLAN**

**19.    ACTION PLAN 13:                    FIIREARM LOSS, THEFT, DISCHARGE**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
Ensure that all company policies and procedures are adhered to. All incidents, competencies are to be adhered to in terms of the firearm legislation. Regional Manger and N.W. CPS communication centre.	Branch Manager Team Leader	Immediately

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## 1. Introduction

Events are a workplace for some and a leisure activity for others and range from family days in the park to musical events/festivals, sporting events etc. Negligence on the part of the organizer of the event can result in injury or loss of life to either players or the spectators.

Security Personnel play a major role in all events, one that should never be underestimated. Their main responsibility is crowd management. They are also there to assist the police and other emergency services should the need arise. Working condition and environment vary considerably, thus demanding well informed, highly trained, disciplined and tolerant individuals. Stewards should be well trained and highly competent.

## 2. GENERAL CONSIDERATIONS:

### 2.1 Event Details

This will cover all the entertainment before and after the game, main attractions, key times as well as the characteristics of the teams that would be playing on the day, as these could attract a diverse audience and this factor will have a bearing on the Capacity of the event as well as the crowd movements within the venue. This information will necessitate a careful evaluation in deciding the measure which need to be undertaken towards ensuring the safety at the event.

### 2.2 Crowd Analysis

An analysis of the audience and behavioral experience of earlier events at which the same teams have played will provide a useful basis for an effective crowd management strategy. For an example there will be matches where heavy alcohol drinking may also need to be taken into account.

## 2.3 Management of Alcohol:

Alcohol is often seen as a symbol of celebration. Having alcohol available at these events needs to be carefully considered.

It is important to consider what type of alcohol or non alcohol drinks will be available. Low alcohol drinks, juice, soft drinks or no alcohol at all. If alcohol will be sold consideration should also be given to pricing and type of alcohol that will be sold as these could determine the amount of consumption that would be followed by intoxication and subsequent lead to other problems. Selling of alcohol is not recommended and may even be against the law.

## 2.4 Alcohol Consumption Areas

If alcohol will be consumed the event organizers need to define the areas where alcohol will be sold and supplied as well as the area in which Patrons will consume the alcohol. Details of the method used to define each area must also be provided (e.g. fencing, railings, barrier mesh). These details must be clearly shown on the site map.

## 2.5 Food and Drinks

The event organizers should ensure that all caterers operating on their behalf are reputable, their staff are properly trained and food handling and preparation techniques are safe. Glass bottles should not be sold on site. Local public houses and food stalls should be contacted to request that during the event food and drink is not sold in glass containers.

## 2.6 First Aid and Emergency Medical Services

First aid services should be in a clearly defined area and the officers should be able to easily communicate with the key stake holders. The location of the first aid posts should be carefully considered to give the best access for spectators.

An effective emergency plan is essential for these events. This plan should go to all key stakeholders i.e. Stewards, police and emergency service personnel etc.



## 2.7 Ablution Facilities:

Provision of adequate toilet facilities is necessary. If existing toilets are inadequate, additional portable units must be made available. Toilets for people with disabilities should be considered.

Toilet location should be:

- Well marked
- Well lit if night use is required
- Serviced on an ongoing basis during the event
- Conveniently placed to allow patrons and service vehicles to access them

## 3. CONSULTATION WITH KEY STAKEHOLDERS:

Brainstorming with the organizing committee to generate a list of other groups which could be considered key stakeholders is of outmost importance. This consultation is very crucial because it where all the stakeholders will understand the roles of others and this should be done well in advance before the event. Lack of understanding between stakeholders working in the same project can lead to delayed, inefficient or ineffective decisions. Clarity will also be given, who has authority in given situations.

### 3.1 Consultation Register

The register will list the names of all the individuals and organizations that have been consulted in planning the event. I.e. Police, Ambulance Service, Security Personnel, Event Organizers etc.

### 3.2 Planning Meetings:

Planning meeting with all the stakeholders will be conducted well in advance of the event to allow sufficient time for any planning changes.

### 3.4 Briefing Meeting

Once planning has been done it is essential to call all participants together to conduct a pre-event briefing. Issues of communication, timetabling, security and emergency procedures should be clarified at this time.

**NB:** The event Manager will be in contact with the police and other key stakeholders at all times before, during and after the event. The Manager must have the authority to make critical decisions in relations to the event and, in an emergency and order the evacuation.

### 3.5 Debriefing Meeting

A formal debriefing meeting will be conducted with all the key stakeholders after the event when information about the event, including attendance and incident data as well as staff and patron feedback, is available. This should be completed as soon as possible to ensure that all data is documented while fresh in the minds of the stakeholders.

### 3.6 Consultation Log:

It is important that a record of contacts with all the key stakeholders is kept on file. These details are useful in the planning phase of the event as well as being useful for any future events. The log can be kept in a diary or a separate book and should include the date, organization, contact person and details of conversation.

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## 4. PLANNING AND MANAGEMENT

### 4.1 Risk Assessment:

The whole venue should be inspected to determine if there are any particular hazards that present greater risks when large numbers of people attend the event. Typical hazards. this will also help determine the number of stewards to be deployed.

### 4.1.1 Exit Management:

The exit numbers for a venue depends directly on the occupant capacity and the appropriate evacuation time for the type of the venue. The Green and Primrose Guide give details which relate to the stadia- they provide sample calculations. For outdoor events in the open air an evacuation time of minutes is generally acceptable with a rate of 40 persons for 0.5 unit width of exit space. Exit width over 2m generally considered inefficient. No exit should be less than 1m wide. eg.

Assessment Capacity:	100 000		
Number of unit widths:	<u>100 000</u>	=	166.67 (167)
	40 x 15m		
Number of exits (2m)	<u>167</u>	=	41.75 (42)
	4		
Add one exit	43		

Hazard	Possible Mitigation
Crushing	Avoid pressure points where crowd build up can occur
Trampling underfoot	Control underfoot condition
Slipping and tripping	Inspect event area at regular intervals
Vehicle	Do not allow vehicle and public mix
Wheelchair users	Identify adequate area for wheelchair users
Structure collapse	Have all structures properly certified
Obstruction	Eliminate all obstruction to people flow
Congestion from queuing crowds	Keep crowd queues to a minimum
Cross flows	Avoid cross flows by instituting uni-directional flow
Sources of ignition	Eliminate sources of ignition

#### 4.2 Crowd management:

In circumstances where it is anticipated that crowd control would be an issue it is appropriate to draw a statement of intent in advance concerning the relative responsibilities of Event Manager, Security Companies and Event stewards, the written documents should make it clear which position in the venue will be staffed by who and who assume responsibility in particular circumstances. This will help with the formulation of clear procedures for ejecting or detaining persons who break the venue rules.

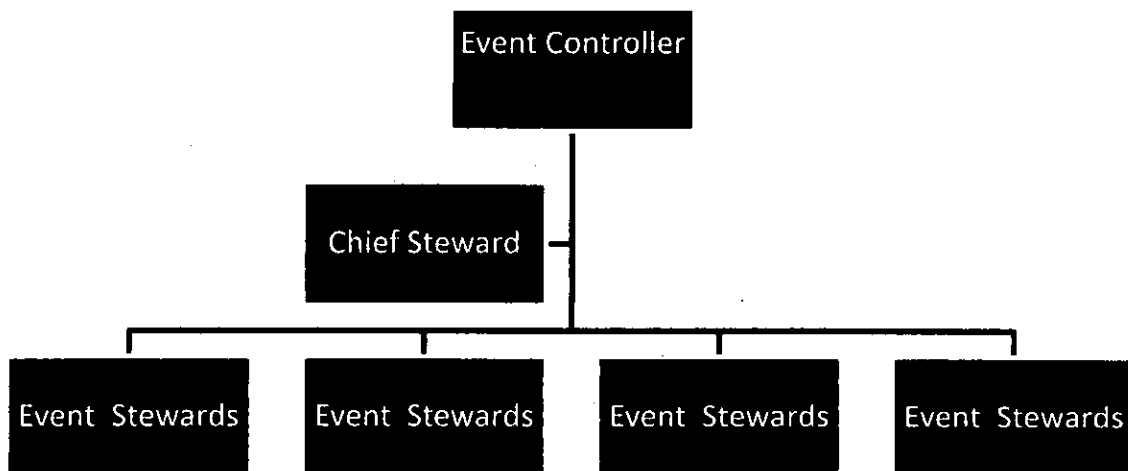
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4.3 Management Structure



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## 4.4 Roles and Responsibilities:

<u>Management</u>	<u>Responsibilities</u>
Event Controller	<ol style="list-style-type: none"> <li>1. Overall responsibility for the management of the event.</li> <li>2. Ensuring event is staffed by a sufficient number of people.</li> <li>3. Ensure effective control, communication and co-ordination systems are in place.</li> <li>4. Ensuring that adequate measures are in place for the safety of all persons at the event.</li> <li>5. Initiation, liaison and management of emergency action if necessary.</li> </ol>
Chief Steward	<ol style="list-style-type: none"> <li>1. Management of Event Stewards in designated areas</li> <li>2. Eyes and ears of the management team by ensuring that the event stewards are applying their knowledge obtained from their training.</li> <li>3. General duties like providing information to spectators.</li> <li>4. Manage the flow of people through the venue and external ticket checks.</li> </ol>
Event Stewards	<ol style="list-style-type: none"> <li>1. To control and direct the spectators who are entering or leaving the ground.</li> <li>2. To help achieve an even flow of people to viewing areas.</li> <li>3. To recognize crowd density, signs of crowd distress, marshal the seating structure.</li> <li>4. Staff entrances and exits.</li> <li>5. To assist the police when requested with crowd control.</li> <li>6. To undertake certain duties in an emergency.</li> <li>7. Guide the Patrons during emergency evacuation</li> </ol>

## **Event Partners SA**

It is a company that offers fully trained Stewards in Occupational Health and Safety and Events Management.

## **Background:**

South Africa post 1994, has increasingly been the host of world status events ranging from sport, social, economical, political and other arenas. This included the Rugby World Cup, Cricket, African Cup of Nations and also not least, includes the FIFA Confederations Cup and 2010 FIFA World Cup etc.

It is some times regrettable to note that at some of events due to the failure or insufficient crowd management, that some people had payed dearly with their lives. One such example was the Ellis park disaster in 2001 during the Soweto Derby between Orlando Pirates and Kaizer Chiefs, 47 people lost their lives due to inadequate Safety, crowd management and the execution of the evacuation of the crowd.

It is against this background that Event Partners SA forged a working relationship with their counterparts in the UK, Polar Productions, an invent management Company.

Its director visited South Africa after the Ellis Park disaster and met Prominent SA Sport Administrators, Danny Jordan (CEO of SAFA and LOC), Dr Ali Backer (Former executive director of cricket board, Mr. Gideon Sam, Mr. Banele Sindani, Mr. Learnard Chueni and Songezo Nayo.

The objectives of this meeting was to introduce a new concept in the country of an Occupational, Health and Safety and Management in Events (Stewardship).

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## **Mission Statement:**

Committed to continuously provide a service that would always exceed the clients expectations.

## **Company Vision:**

To be a leading Service provider of professionally trained Occupational Health and Safety Management Stewards at events on the African Continent.

## **Services Provided:**

- Specialized training on stewardship
- Recruitment and Deployment of Stewards on events
- Project and Human Management Capacity
- Conduct Assessments of stewards with an outcome of Portfolio of evidence
- Communication , Information management and reporting

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## **Executive Summary:**

The Managing Director (Mr. Khaya Mjo) played an important role in the formation of South African National Sports Commission of which he was a member. In the five years he served in the structure, he served in many aspects of sport, ranging from sports development and management to corporate service administration. He was project Manager in the 7<sup>th</sup> All Africa Games in Johannesburg.

Mr. Khaya Mjo was the first African to be appointed as a Superintendant in aquatic facilities by the Johannesburg City Council. He also served as a Beach Manager in the Port St Johns Municipality.

**Education and Training:** N.Dip. Management (Wits Technikon), N.Dip. Sports Management (London Business School), Cert. Logistics Management (Rand Afrikaans University), Cert. Facilitation Management (National Coaching Foundation, Leeds, UK). Bronze Award – SASLU, Surf Proficiency Award – S.A. Lifesaving Association, Instructor's Diploma – S.A. Lifesaving Association, currently trainee Examiner.

**Business:** Served in the Board of Directors of Lifeguards Africa (Pty) Ltd. (Business wing of S.A. Lifesaving), founder and owner of Khulile Sports Enterprise, currently serving Board of Information, Communication and Technology Alliance (Pty) Ltd and current Chairman of Suzanne Weil and Associates.

## **Scope:**

Event Partners SA approach is to bring in a different and systematic approach to deal with all the needs and challenges of any event ranging from:

- Music Festivals
- Sporting Events
- Recreational Festivals such as the beer festival
- Conferences
- Rallies

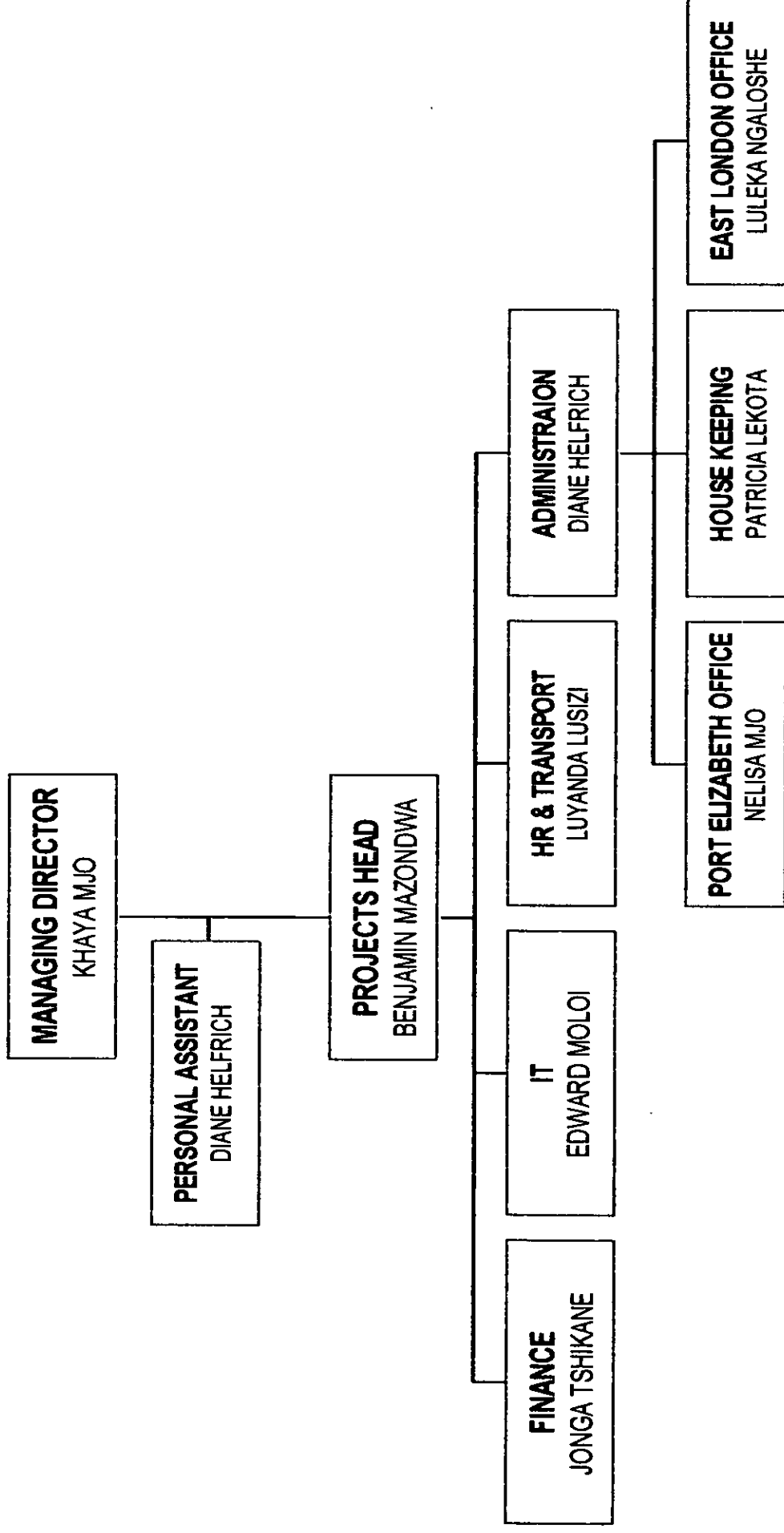
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# EVENT PARTNERS ORGANOGRAM



## Previous involvement of Event Partners SA in Stewardship:

### Subsequent to Ellis Park Disaster:

- A study was conducted by an International Company Simmonds(our counterparts in UK)
- A commission of inquiry was appointed in South Africa to investigate the cause.

### Results:

- The “stick , combat and control” approach which is used by the security personnel in Ellis Park and South African events in general is not adequate and especially when faced with an emergency.
- Lack of professional Stewards to manage crowd control and direct the crowd in emergency exit areas.

### Training of Facilitators:(Train the trainer)

Before the training started we received endorsements from SAFA , UCB , ASA , SSA and SARFU.

Event Partners SA together with Simmonds in conjunction with the Department of sport managed to source funds from the British government to train the Facilitators that would be responsible for the training of Stewards. Richard Limb lead the UK team of trainers.(all from UK)

Three provinces were targeted to start the pilot project , namely Gauteng , Eastern Cape and Western Cape. The training was conducted by Richard Limb (Director of Leisure Safety UK).More than 120 Facilitators were successfully trained and accredited through Simmonds which is an accredited company from the UK.

Accreditation had to be done through Simmonds because at that time there was no programme or training material available in South Africa. All the training was done in conjunction with the three Provincial departments of sport.

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## Course Content:

- Definition of Security Officer Role and Tasks
- General Responsibilities and Duties
- Entertainment Safety/Security and the Law
- Risk Management and Sports Hazards
- Drug usage , Abuse and Legal Regulations
- First Aid
- Fire Safety and Fire Precautions
- Emergency Planning and Evacuation
- On Site Communication
- Crowd Control and Safety
- Social and Communication Skills
- Job Knowledge
- Personal Tips
- Crowd Behavior , Control and Management
- Search Techniques

Throughout the training we had officials from the department of Sport Nationally and three provinces namely Gauteng , Eastern Cape and Western Cape.

This programme because it was new at the time in South Africa ,attracted a lot of attention from various sporting codes administrators ,who were part of the programme from start to finish , to name but a few Lean Laurence who was a head of education in the Department of Sport and Mr. Gideon Sam who is the current President of SASCOC , Mr. Nkwinti from the Eastern and Mr. Bernet Bailey from the Western Cape.

**NB:** 1)Attached please find the list of names of people that have been successfully trained and accredited in this Training Programme.

2)Attached please find photos of the training.

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## ACCREDITATION:

A Copy right agreement was reached between Simmonds and Event Partners SA together with the sports Commission for the conversion of their manuals (UK) to suit the South African needs. Subsequent to this agreement we brought experts on board for the conversion.

Because the programme was new in South Africa at the time  
We started the process of accreditation with THETA and this process took very long because THETA did not have the unit standards for Event Management at the time.

Due to the Safety element involved in the events management, we were advised to forward our application with SASSETA and that is still in progress. All of this has taken us more than three years.

Event Partners SA has long been involved in the development of resource material for the programme of fully trained stewards in Occupational Health Safety and Events Management. On request Event Partners SA can make the material available to you.

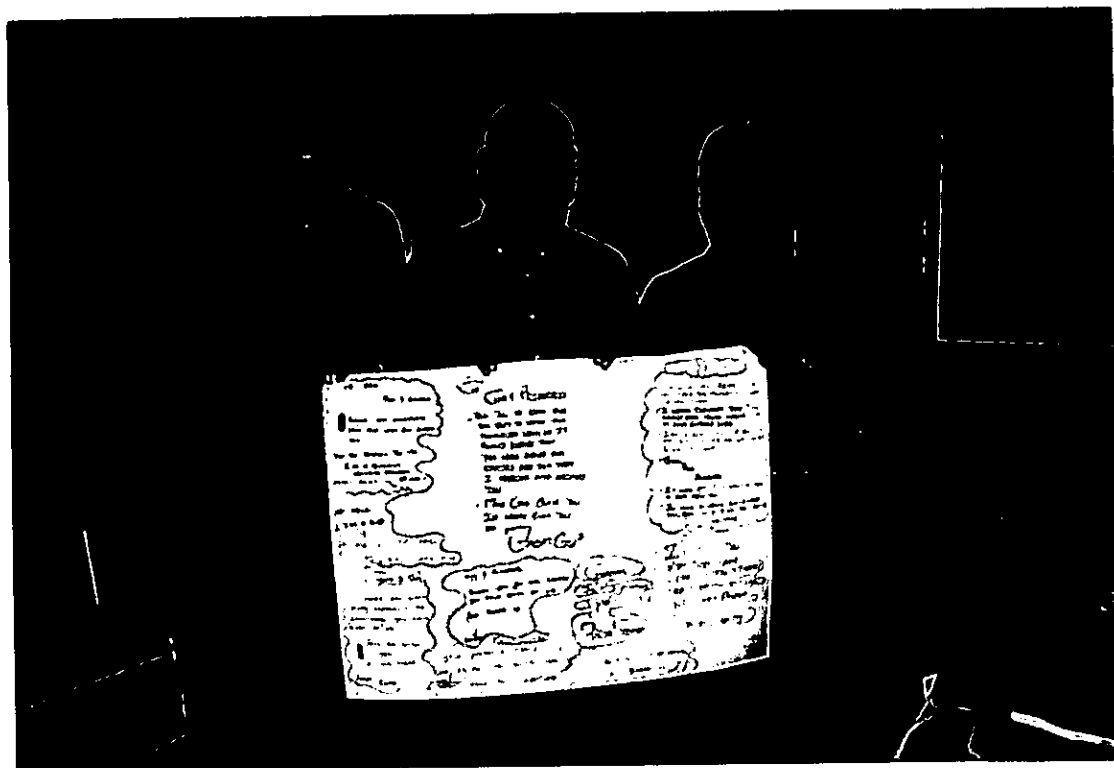
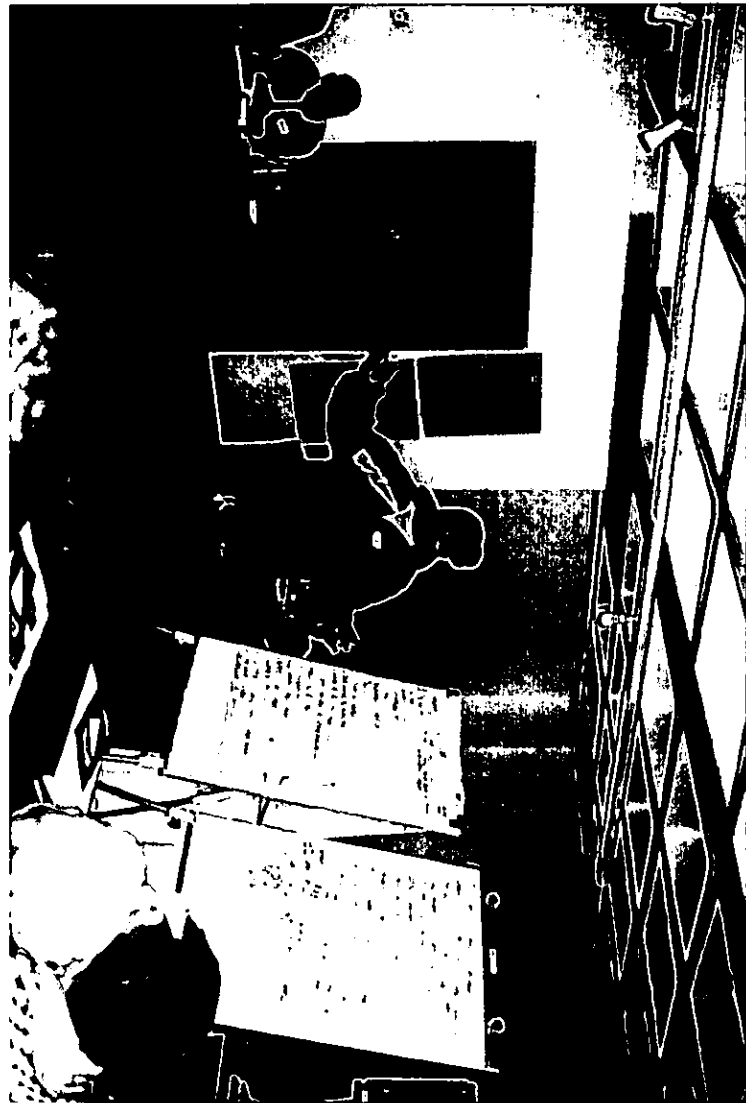
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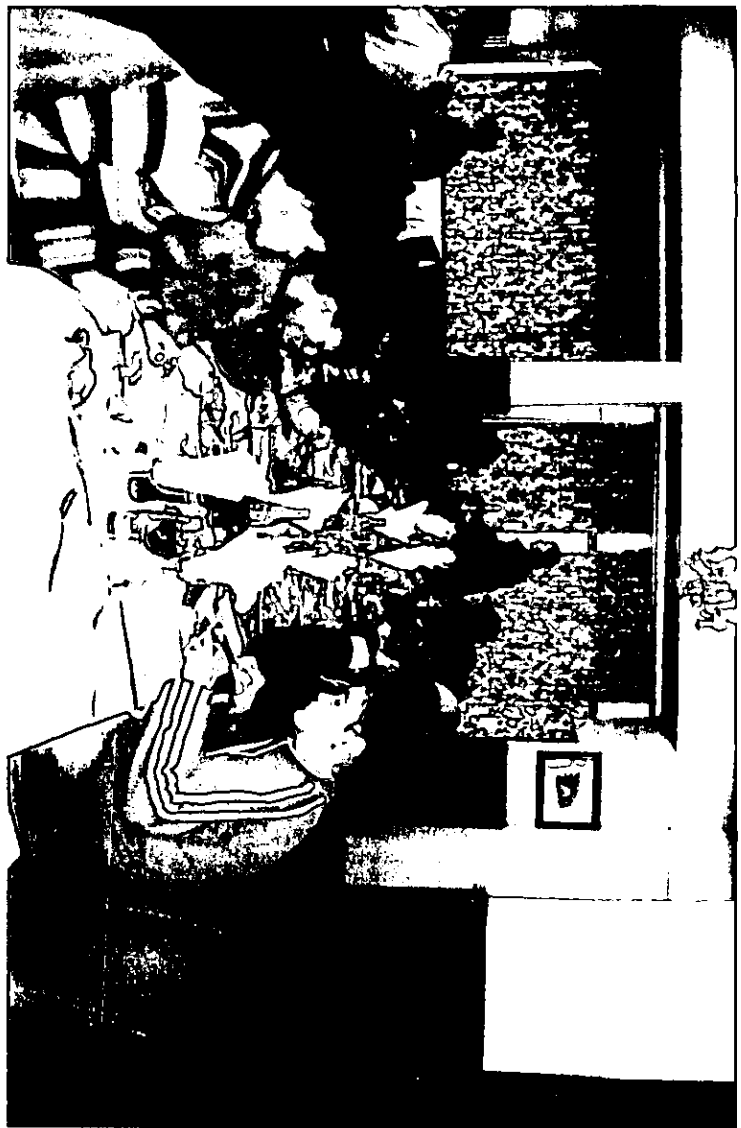
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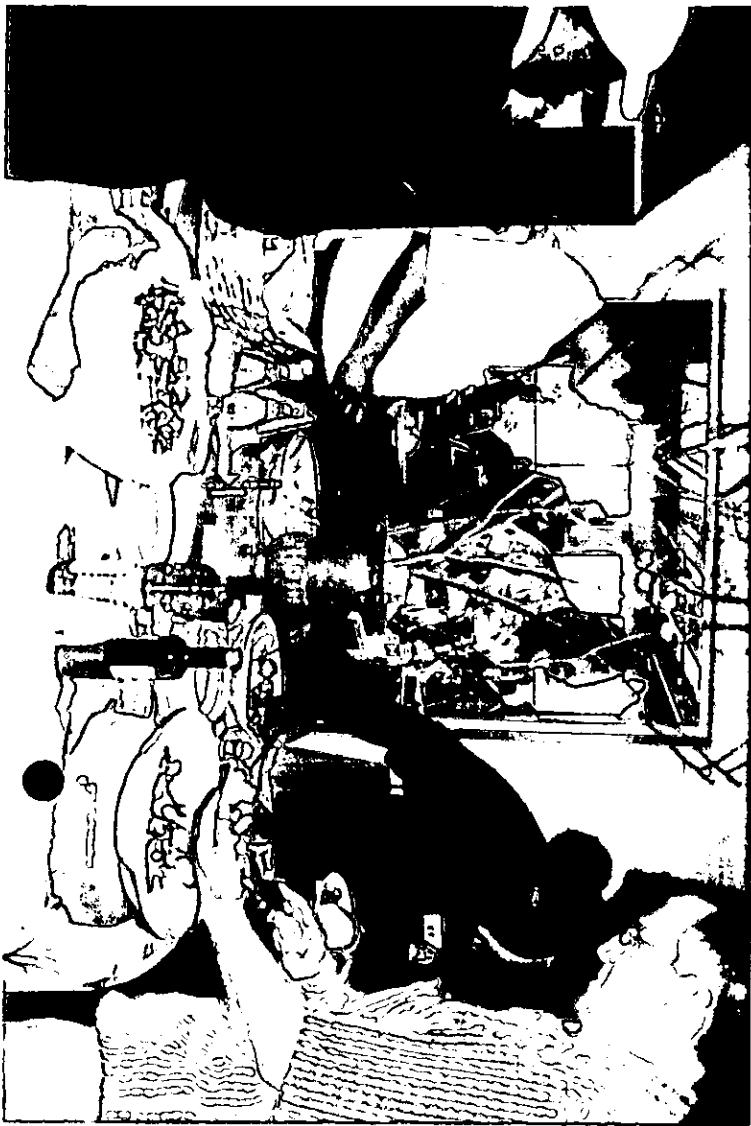




















# Eastern Cape

Name	Qualification	Telephone	Cell
Luyanda Bana	Matric		083 973 6863
Envor Botha	Advanced Diploma in Sports Management	(049) 891 0265	
Drusilla Deyse	Matric - BA ED: Human Movement Science BA Honours - B Ed Honours in Education		082 925 5234
Agatha N Gcadinja	Matric - Advanced Diploma in Sport Management	(039) 257 0520	082 815 1531
Mzonyana Gcilitshana	Matric - J.S.T.C. - B Sc		072 342 5735
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Brian Hendrikse			082 253 1530
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Vuyani Kama	J.S.T.C. - BA (Sport—Human Movement Studies)	(047) 548 3182	082 841 1755
Lou-Ann King	Grade 11		073 214 0648
Thabo Khofu	Matric - J.S.T.C. - H.E.D.	(039) 257 0520	
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## Eastern Cape

[illegible]



# Western Cape

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Amelia Botha	Matric	(021) 483 2609	
Abubaker Cassiem			083 206 0997
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Andile J Dyasi	Matric - Sport Management - Facility Management	(021) 934 8780	083 363 9592
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Bertram D Jacobs	Matric - HDE - Financial Management - Management		083 234 5290
Eric E Jacobs	Matric - Diploma in Education III	(044) 272 3045	082 488 6887
Ferdie Jacobs	HDE (4 years)	(023) 347 5535	082 923 4239
Manfred Josephs	Matric - BA	(021) 483 2609	082 449 6620
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Jo-Ann Lewis	Matric - BA (Social work)	(021) 691 7097	
Maud Makeleli	Matric - J PTD	(021) 638 1954	
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Leigh-Ann Naidoo	Matric - Under-Graduate Degree - BA (Human Movement Studies) - Post Graduate HDE		082 449 6633
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Gift Thunyane	Matric - Diploma		083 614 2838
Siko Vitsha	Matric - BA - HDE		082 506 9738
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## Gauteng

[illegible]



06 May 2008



To Whom It May Concern:

We confirm that the following insurances are effective from 1<sup>st</sup> April 2008:

Insured: Fidelity Security Group (Pty) Ltd and/or all subsidiary companies and/or associated companies (in the name of the past and current legal registrations), including all legal entities for which they have an obligation to insure.

Insurer: Admiral Underwriting Group

Policy No: 08/39637cl

Total Limit: R200,000,000

Cover is summarized as follows:

<u>Cover-Description</u>	<u>Limit</u>	<u>Excess</u>
General Public Liability	R200,000,000	R 50,000
Pollution Liability	R200,000,000	R 50,000
Product and Defective Workmanship	R200,000,000	R 50,000
Security Claims	R200,000,000	R 1,000,000 but R2,000,000 in respect of banking risks.
Fidelity	R 50,000,000	R 1,000,000 but R2,000,000 in respect of banking risks.
Advertising Liability	R 5,000,000	R 1,000,000
Statutory Defense Costs	R 1,000,000	R 50,000
Defamation	R 1,000,000	R 50,000
Employers Liability	R 10,000,000	Nil

This confirmation does not confer any rights on the holder and does not confirm nor vary the terms of the insurance described in the policy.

Subject to the terms, and conditions of the policy.

If you have any questions, please do not hesitate to contact the undersigned.

  
Regards,

**Barry Goebel**

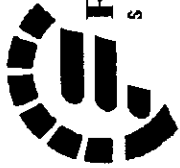
+27 11 483-1212

barry@gib.co.za

Directors: DJ Sanders, L Bain, AG Calmeyer, GJ Coetzer,  
D Gamsy, V Ho-Hip, JD Jackson, R Nancarrow,  
DO Norton, HL Smith

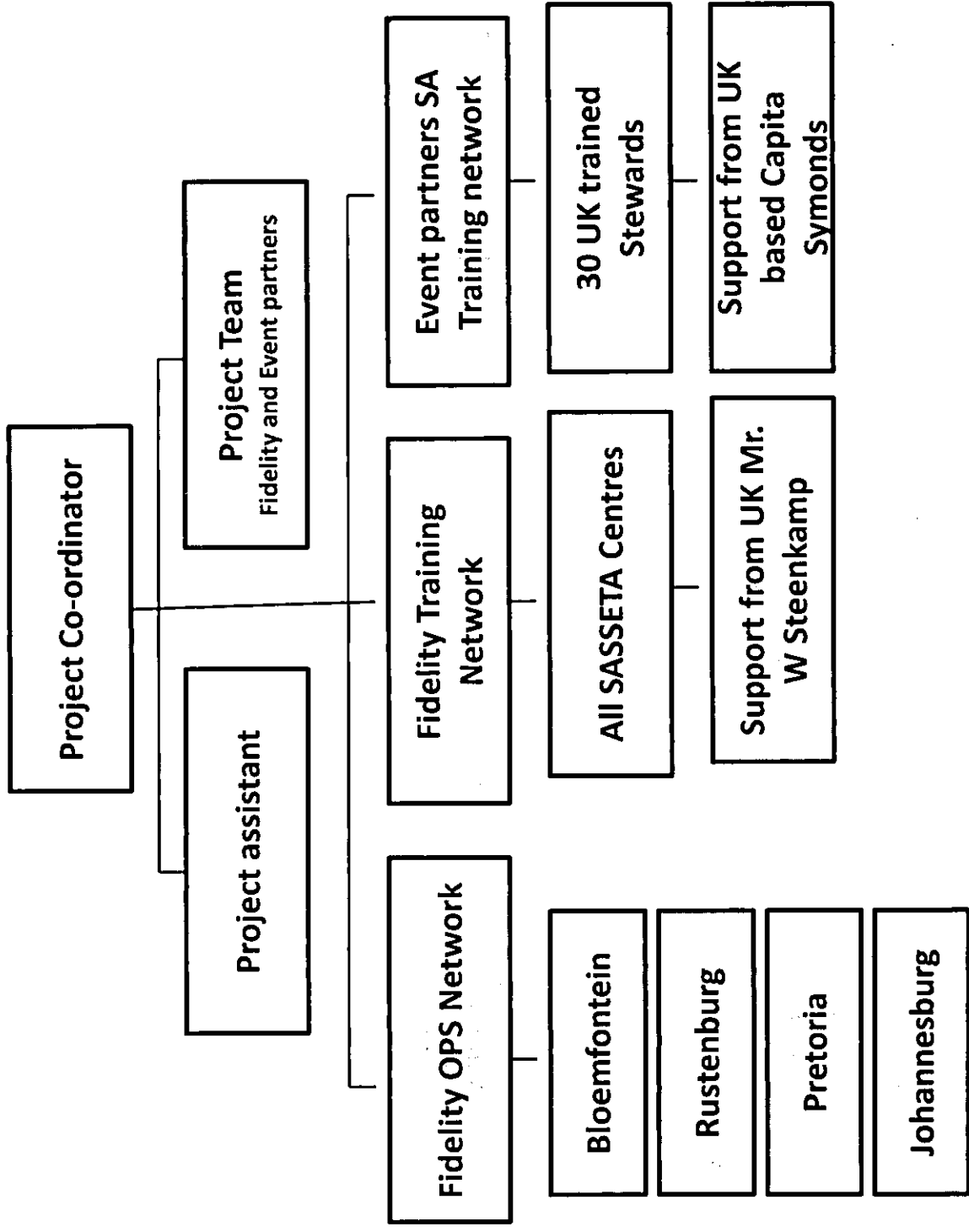
 **SAFSIA**   
MEMBER  
GIB Insurance Brokers (Pty) Ltd Reg No 1982/008349/07





**FIDELITY**  
SECURITY SERVICES

Event Partners *in*  
south africa



## Roles and Responsibilities

### Fidelity

- Provide national branch network
- Logistics and management co-ordination of Stewards
- Expertise with recruitment and selection
- Access to guarding compliment
- Contingencies regarding human resources
- SASSETA registration, accreditation
- PSIRA registration
- UBUNTU agreement with PSIRA Special events
- Training infrastructure and national footprint
- City and Guilds accreditation
- Financial support and risk insurance

### Event Partners SA

- Provide expertise regarding event management and co-ordination
- Support with organising ability, networking and liaison with the LOC, SAFA and Sporting in general
- Provide facilitators that were trained by UK based company in stewarding.
- Have networking expertise to support stadium risk assessment, safety assessments and venue health and safety compliance.
- Network support with experienced UK based soccer Stewarding experts for training Stewards.
- Expertise with past experience of local sporting experience







GENERAL GUARDING SERVICES

## GENERAL GUARDING SERVICES



### MISSION:

To provide a comprehensive security solution to a broad base of customers and industries through a combination of experienced personnel and various security technologies.

### SERVICE SPECTRUM

#### Resources and identity:

The ability to tailor-make and design a security service to cater for clients' needs, supported by flexibility in the provision of the service itself, uniform design, specialised equipment, including fully equipped vehicles, quads, motorcycles and bicycles. To specially design and implement unique job descriptions, training courses and management procedures.

#### Security analysis:

Specialised teams determine the level of prevailing risk within an environment with the submission of recommendations to contain or eliminate such risks.

#### General guarding:

The provision of trained and uniformed security officers, registered, and graded in terms of SOB regulations.

#### Crime prevention and investigation:

Specialists from various fields are utilised to conduct risk audits and investigations where there has been a breach of security procedures.

#### Access control:

Controlling the access and egress of people and/or assets to a broad base of premises, which include industrial, commercial, office park, high rise, motor industry, residential, agricultural, fuel depots and government support infrastructures.

#### Armed escorts/officers:

The provision of security officers trained in prevailing firearms legislation and usage.

#### Shrinkage management:

Security officers deployed in the retail and wholesale industries uniformed or undercover - to control product theft, devise new product control measures or to work to specifically designed systems.

#### VIP close protection security:

Personnel trained in the intricacies of providing close protection to dignitaries and VIPs.

#### Security guard dogs:

Highly trained dogs and handlers, performing patrol duties, static guarding, tracking and the detection of harmful substances.

#### Deportee protection services:

Trained officers, pre-cleared to travel immediately and perform deportee collections, deliveries or escorts anywhere in the world.

#### Corrective services:

The ability to provide selection, induction, training and retraining facilities and programmes to cater for the needs within the Corrective Services for wardens, other security personnel and management.

#### Aviation security:

The provision of highly trained security officials who conform to the strict legislation and requirements of this key industry. Officers are capable of undertaking roles such as access/egress control, airside and landside requirements, car park duties, airport building observation, passenger and visitor assistance, hundred percent baggage security screening and firearm handling.

#### Key point security:

The provision of specialised security officials trained in accordance with the National Key Points Act, fully conversant in the importance of a national key point, the risks and sensitivity attached to such a designated place, firearms, firefighting, first aid, public relations and communications.

#### Civil disobedience and riot control:

The ability, at short notice, to supply highly trained and well equipped security and riot squad personnel fully conversant in all aspects of civil disobedience, negotiations, crowd control and protection of life and property.

#### Industrial:

The ability to provide specifically trained security officers to operate within the specialised and often unfriendly industrial environment. To deal with large numbers of employees, the complexity of industrial plants, their size and sometimes their remoteness from other developments.

#### Commercial:

The supply of specially trained, uniformed and equipped security officers to blend in with the upmarket image of the commercial environment and to deal with its peculiarities, such as a demanding public and high expectations from tenants.

#### Pension pay offs:

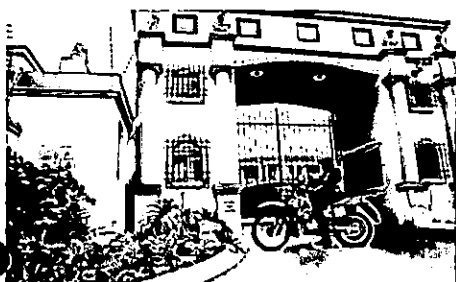
The ability to compile a security package designed to assist and implement procedures set down by government and quasi-government organisations for the pay out of pensions and other monies on a national basis.

The infrastructure put together with the aim of providing security and compliance to the various and sundry services within South Africa.



**RESIDENTIAL & GOLF ESTATE SECURITY**

## RESIDENTIAL & GOLF ESTATE SECURITY



### MISSION:

To provide an all encompassing service to golfing and residential estates, and in doing so give residents and visitors alike the highest levels of safety and security.

### SERVICE SPECTRUM

#### Security analysis:

To complete a comprehensive survey of the estate or property and to compile a report and recommendations on the full spectrum of safety and security.

To assist and interact with homeowners' associations/representatives in order to fulfil the requirements as close to expectations as possible within budget constraints.

#### Perimeter security:

To control and monitor the perimeter of the estate with regular patrols supported by such measures as CCTV, security fences, security walls and other electronic equipment.

#### Access control:

To manage the access and egress of all residents, visitors, domestic workers, contractors, casual labour, estate agents and any deliveries to the estate through the use of dedicated access cards, CCTV, pre-clearance of visitors and other contract specific measures.

#### Armed reaction and emergency services:

To provide immediate response to emergencies by way of internal and/or external armed reaction and paramedical services where required.

#### Investigation services:

To investigate all security related incidents with access to specialised investigative services such as fingerprinting and polygraphs.

#### Electronic security services:

To provide advice and recommendations relating to electronic security protection such as alarm systems, CCTV and panic buttons.

#### Management involvement/support:

Regular meetings are held with clients and operational staff, with senior management visiting estates during and after working hours for security updates.

#### Road closures:

To facilitate and advise suburban residents of better and more effective ways of securing their property, which will include road closures, individual house or apartment protection and the liaison with necessary authorities in this regard.

#### General and specialised estate security services:

**Road safety** – to ensure that speed control measures and traffic regulations within the estate are adhered to.

**Administration and communication** – to provide security updates and communicate safety and security tips, basic first aid and crime awareness through newsletters or lectures.

**Specialised security** – pre-employment or reference checks.

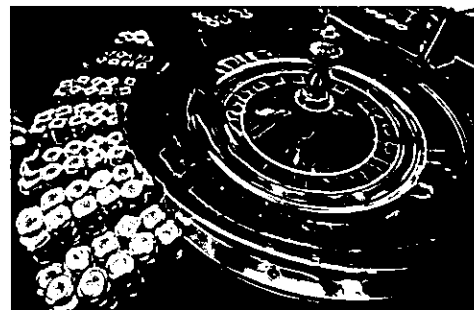
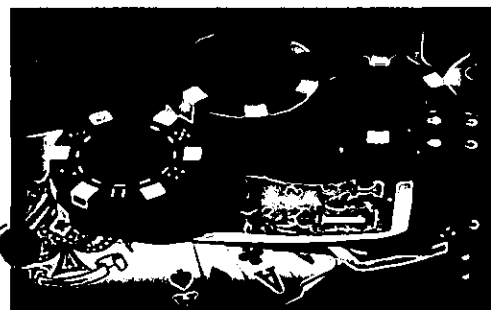
- To assist with the management of club house staff, golf course maintenance personnel, caddies and contractors.
- The provision of specially trained armed combat security officers for perimeter protection.
- The provision of fully equipped patrol vehicles such as 4x4s, patrol quads and scrambler motorcycles in accordance with conditions and requirements. All vehicles equipped with flashing lights, high visibility decals, searchlights, medical and firefighting equipment.

#### Service guarantee:

Through our own insurance company we can provide a service guarantee to residents/clients against loss of property whilst under our protection.



## CASINO, GAMING & HOSPITALITY SECURITY



### MISSION:

To provide a safe and secure environment for staff and clientele in the casino, gaming and hospitality sectors taking into consideration the high profile environment and its unique requirements.

### SERVICE SPECTRUM

#### Internal complex security:

Security officers perform a general guarding service, as well as providing customer care, public relations and conflict resolution.

#### External/perimeter security:

To control and monitor the access and egress of all visitors and employees to the complex and to ensure the safety of vehicles whilst parked in the designated parking facilities. These security officers also ensure that all traffic regulations are adhered to and that strict traffic control is maintained.

#### Escort security:

The provision of armed escorts for assets and/or people, including the transportation of casino chips between the desk and casino tables within the gaming environment, and VIP services.

#### Investigating services:

Integrated approach with in-house gaming service, covering the full spectrum of investigation requirements and services.

#### Electronic security:

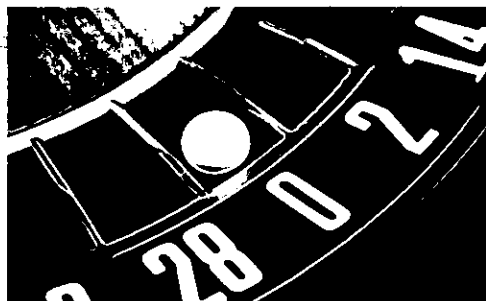
The use and installation of sophisticated cameras/electronics to monitor all gaming and non-gaming areas. Offering a comprehensive, integrated solutions approach to current needs from a full range of security technology to meet specific client requirements.

#### Armed reaction:

To provide immediate response to emergencies by way of internal and/or external armed reaction units via the control room.

#### Training:

All management and security officials inducted into this sector are specially selected and trained to handle events within a high profile, sensitive and popular public environment so as to deal with any eventuality. Training includes common law, firearms, public relations, conflict resolutions, advanced security techniques, firefighting, evacuation and first aid.





**FIDELITY**  
SECURITY SERVICES

SHOPPING CENTRE SECURITY

## SHOPPING CENTRE SECURITY

### MISSION:

To afford shoppers not only the pleasure of recreation and entertainment whilst visiting their favourite shopping centre, but to do so in the knowledge that their safety and security needs are being looked after. To ensure that tenants are able to conduct their business without fear of criminal interference by providing a comprehensive security and safety service to shopping centre owners and/or their agents.

### SERVICE SPECTRUM

#### Security analysis:

Prior to the commencement of any service, a full risk survey and report will be undertaken in conjunction with client requirements. During the contract ad hoc surveys and audits will be undertaken.

#### Internal shopping complex security:

Highly visible security officers patrol the centre and its malls, with entrances and exit points manned to detect potential criminal elements. Security officers are trained in all aspects of security discipline, with strong emphasis on observation, visibility, public relations skills and communications. Officers will be dressed in purpose-designed uniforms to fit in with the culture and image portrayed by the shopping centre.

#### External shopping complex security:

Parking areas patrolled by safety officers on foot, quad bikes or bicycles, who effectively discourage potential criminal elements and are trained to look out for anything unusual.

Safety officers perform a public relations function and are able to provide general information regarding the relevant shopping complex to customers.

#### Armed reaction:

To provide immediate response to emergencies by way of internal and/or external armed reaction units via the control room.

#### Electronic security:

This includes, but is not limited to, CCTV systems throughout the centres, monitored by security officers located at central control rooms.

#### Investigations:

To investigate all security related incidents utilising the services of our own internal investigations company, together with outside expertise, if required.

#### General services:

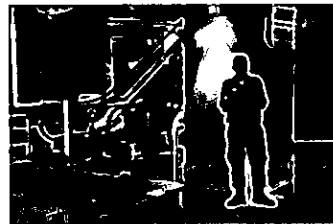
The following additional services are available to assist tenants and customers when necessary:

**Roadside assistance** - to help customers with punctures, breakdowns and keys locked in cars.

**Paramedics** - fully trained paramedics are available 24 hours a day and are supported by a standby helicopter service for emergencies.

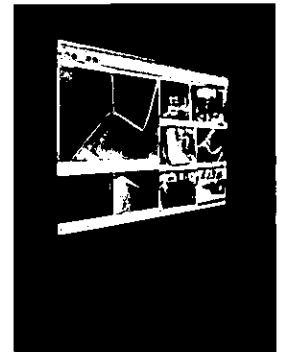
**Firefighting** - the provision of a service guarantee provided through our own in-house insurance company to cover loss of property whilst under our control.

**General public assistance** by friendly, courteous and well-trained personnel.





## ELECTRONIC SECURITY



### MISSION:

To offer the most extensive and comprehensive security solutions in Southern Africa, through professional consultation, installation and maintenance of the very latest electronic security technology coupled with a rapid and efficient armed reaction service.

### SERVICE SPECTRUM

#### Electronic security:

To provide consultation, professional installation and maintenance of the latest electronic security technology best suited to either the domestic or commercial markets, through SAIDSA accredited corporate companies. All sites are surveyed to provide the client with a holistic security solution. Equipment carries a 12-months guarantee and finance and rental options are negotiable.

#### Intruder alarms:

To survey premises and recommend appropriate measures to be implemented to ensure safety and security. Security devices are selected to meet the specific requirements of the premises and could include amongst others movement detectors, beams, contacts and breaking glass detectors etc.

#### CCTV:

To assess requirements and advise on the supply of covered closed circuit TV surveillance equipment or the use of highly visible surveillance equipment that act as deterrents. Systems optimise the use of manpower and are available in analogue or digital form. The system can be linked to cash register points and access control amongst other devices. The option of 24-hour room monitoring is available and a demonstration can be arranged.

#### Access control:

The use of electronic systems to control and monitor access and egress activity. Advice and assistance regarding gate automation, card readers, turnstile door controllers, booms, automated barriers, intercoms, asset tagging or integrated building access systems can be supplied. Systems can be installed to operate as stand-alone systems or fully integrated time and attendance systems to link to numerous controls, depending on requirements.

#### Smoke/fire detection:

A fully detailed site risk assessment is arranged prior to the design of a suitable solution. The use of modern electronic equipment minimises, if not eliminates, damage by fire.

#### Perimeter protection:

The protection of people and premises through the use of electric security fences, beams and security wiring. A comprehensive demonstration can be arranged.

#### Building maintenance systems:

Integration of CCTV that provides consistency of user-interface and minimises training requirements. Used to monitor sensitive areas, time and attendance, personnel identification, product control, fire detection, alarm and access control. Operator accuracy is enhanced by consistent information presentation and errors are minimised through software system design.

#### Control centre:

To monitor all electronic security systems by means of a state-of-the-art control centre. The control centre has cutting edge technology that has been specifically designed for Fidelity. The software was written for the control centre and has a management/client escalation built-in. The control centres meet and exceed the SAIDSA standards and thus are SAIDSA approved. A disaster recovery or backup control centre is in place to provide our clients with the assurance that their systems are always monitored.



## MINING SECURITY

### MISSION:

To ensure the safety and security of all the employees and assets of the mining industry, and to do this through our commitment to superior security procedures and knowledge of the mining security industry as a whole.

### SERVICE SPECTRUM

#### Security analysis:

In conjunction with the client, to provide a comprehensive security audit and needs analysis programme to ensure that property and persons alike are protected, utilising the correct security allocations in accordance with needs and budget constraints.

#### Training and manpower:

To provide specially trained management and security officials, fully conversant in the activities of a mine environment. Officers to have basic training in mine safety legislation, firearms, conflict resolutions and full security training in accordance with their job descriptions.

#### Internal facility security:

To ensure that only authorised personnel and assets with the correct documentation enter restricted and other areas and that operational procedures are adhered to.

#### External/perimeter facility security:

The access control of all employees, contractors, visitors, vehicles and assets in and out of the facility. This is controlled by an identification of paybill system, which is managed and strictly enforced by the security officers.

#### Underground facility security:

Ensuring that the correct safety and security procedures are adhered to.

#### Escort security:

The provision of armed escorts for assets and/or people.

#### Emergency services:

To provide immediate response to emergencies by way of internal and/or external armed reaction and/or medical units.

#### Electronic security:

Utilising all aspects of electronic security to monitor procedures and ensure the safety of all concerned.

#### Investigations:

The entire spectrum of investigation services is available, but in this sector would typically entail white-collar crime investigations, observations, screening, covert investigations, illegal mining investigations and investigating theft.

#### Specialised security:

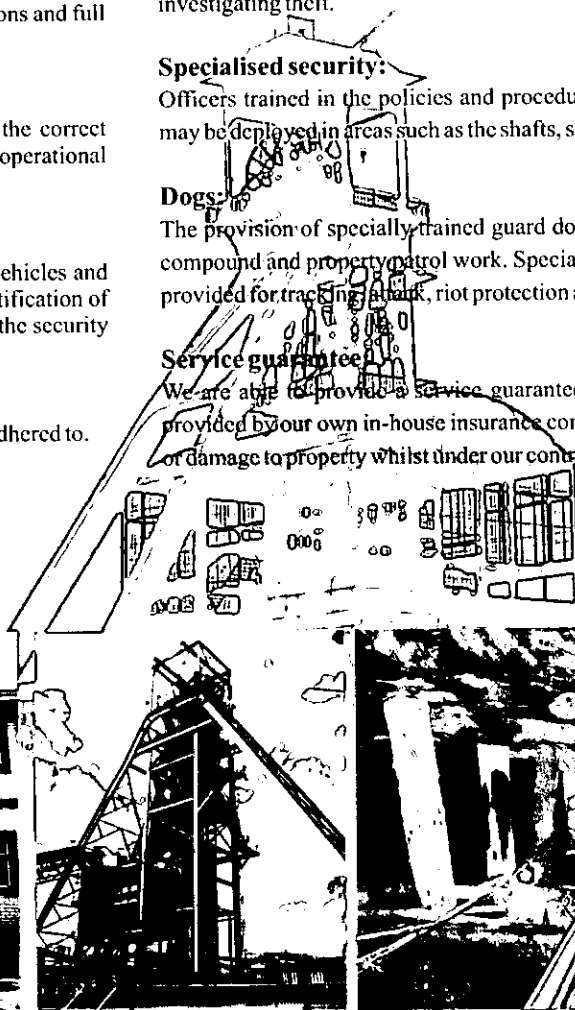
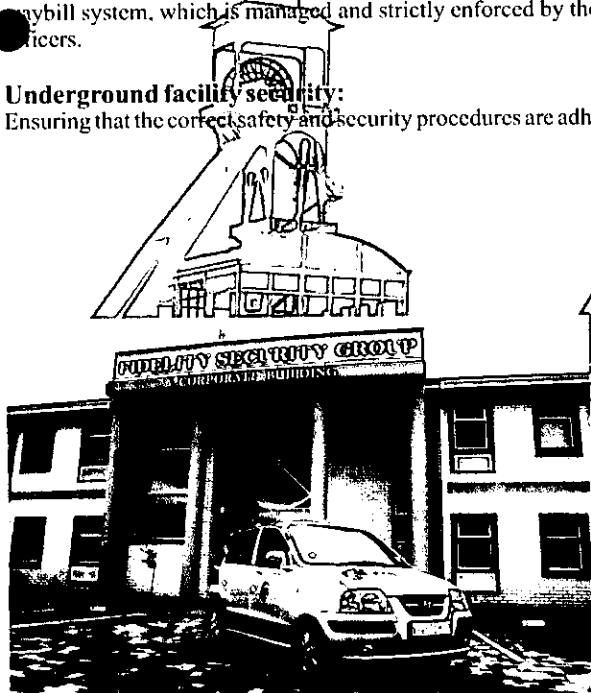
Officers trained in the policies and procedures of certain areas of mining may be deployed in areas such as the shafts, smelt-houses, etc.

#### Dogs:

The provision of specially trained guard dogs and handlers for perimeter, compound and property patrol work. Specialised dogs and handlers can be provided for tracking, attack, riot protection and sniffer duties.

#### Service guarantee:

We are able to provide a service guarantee through an insurance policy provided by our own in-house insurance company so as to cover for loss of or damage to property whilst under our control.





# Managing HIV/Aids

at work and home



- **HIV/Aids is everyone's responsibility**
  - People who are not infected with HIV should treat people who are infected with respect and give them the support and encouragement they need to live their lives as positively as possible.
  - People who are infected should prevent spreading of the disease by disclosing their HIV status to their partners.
  - Everyone should take the responsibility to protect themselves and others by always having safe sex.

## What can we do to help?

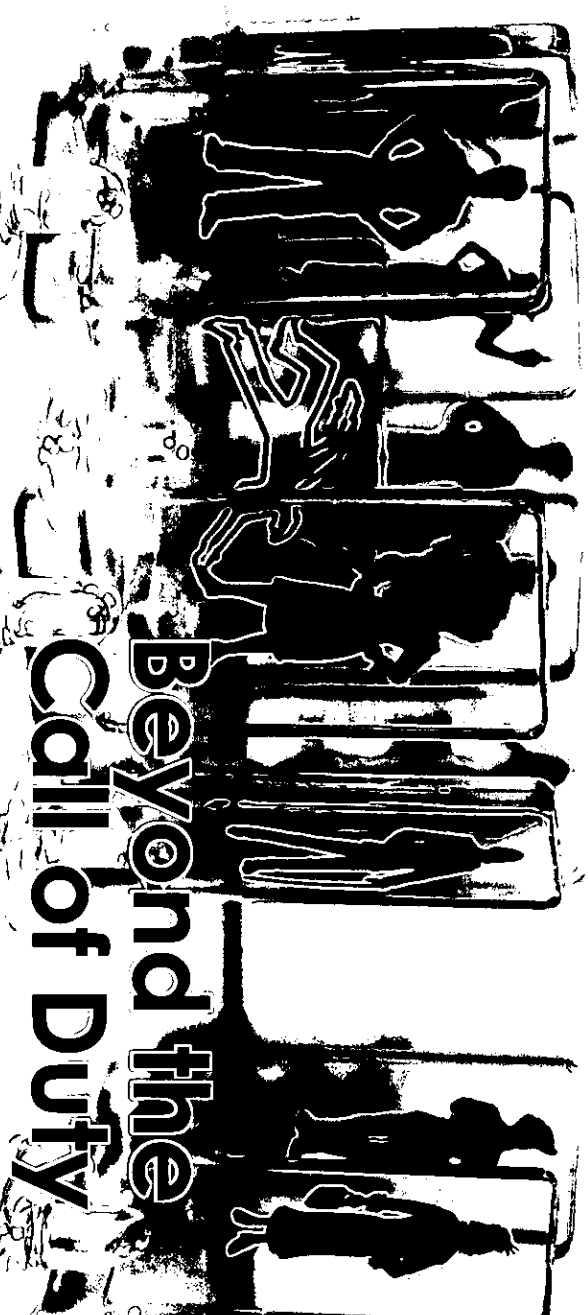
- People infected with HIV need support and need to be cared for. They may want to blame the person who infected them. However, it is important to explain to them that anyone can be infected with the disease.
- Infected people can be anyone – from our colleagues and friends to our family members. The HIV/Aids epidemic affects all of us and people living with HIV have the right to live in a caring community.
- A supportive environment will help people living with HIV/Aids to cope better and live longer.

## How can professional counselling help?

- People who are infected with HIV may suffer from many negative feelings such as fear, helplessness and anger, which are difficult for them to share with their friends and families.
- These people also have many decisions to make about their life and their forthcoming death in order to continue providing for their families.
- Friends and families may not know either how to talk to those close to them who are HIV positive.
- It is therefore important that both those infected with the virus and those close to them have the chance to talk about these feelings with an experienced counsellor.

## Information for parents

- It is crucial that parents provide guidelines and direction for their children's behaviour, especially now that HIV/Aids has entered society. With the HIV prevalence rate as high as it is, an irresponsible decision can literally mean the difference between life and death. Parents should not be afraid to talk to their children, as this is exactly what their children want and need.
- Parents need to talk to their children about sex in order to influence and teach them positive sexual behaviour. They need to discuss with their children the importance of using condoms as the best method of prevention of HIV/Aids, other sexually transmitted diseases and pregnancy.



## Beyond the Call of Duty

### Fidelity puts employees first in its Corporate Social Responsibility activities

As Group Payroll Executive, Douglas Schultz drives home every evening, he asks himself "Could I have done more today to contribute to the well-being of my colleagues?" Douglas, like many of his peers in management, realises that people are at the heart of Fidelity's business and the quality of their lives inevitably impacts on the quality of their work.

According to Douglas the company's corporate social responsibility needs to start with its own employees. He says, "I really believe the company can do more to enhance the living conditions of its employees by turning its Corporate Social Responsibility document into a policy that is well understood and implemented across the company and focusing more closely on the needs of employees. Many employees, particularly entry-level security personnel, often face financial or emotional distress and need to know what support services the company has to offer and how they can access them."

A lot has been done in the past few years to assist employees. During the industrial strike two years ago a fund was set up to help employees who were injured or who have lost their possessions. The fund proved useful once again when some employees fell victim to xenophobic attacks that affected parts of the country in May. Apart from these two dramatic incidents, the fund

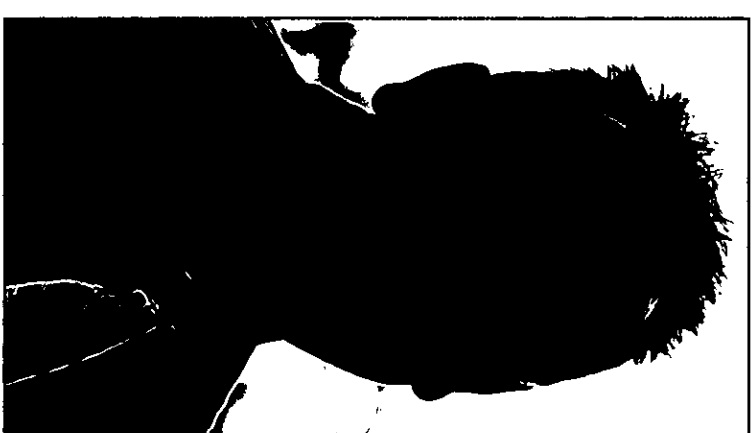
has been used to assist employees during bereavement, personal injury and other traumatic experiences.

As Douglas explains, "Quite often when an employee dies, his family is left destitute, especially when there are children involved. The deceased employee's spouse often cannot manage to make ends meet on the standard payouts and needs further assistance to keep their children in school and take care of their day-to-day needs."

Apart from assisting employees in distress, the company supports those who are sports stars, such as Comrades marathon athletes and professional rugby players. Some of these super-fit sports heroes would have had to give up on their dreams if the company did not support them.

Douglas acknowledges the fact that the core business of the company should always come first, but also points out that without the selfless dedication and hard work of the thousands of security officers who often go beyond the call of duty to protect clients' assets, the business would suffer.

As a responsible corporate citizen of South Africa, Fidelity supports various charities and will continue to extend a helping hand to disadvantaged communities throughout the country – starting with its own employees.



Douglas Schultz





Some of Fidelity's security personnel have received specialised training in Chelsea in the United Kingdom and have gained valuable expertise. It is this kind of foresight that will boost the company's ability to offer world-class service in 2010 and beyond.



## Our Board of Directors

The Fidelity Security Group has experienced phenomenal growth in recent months and is set to grow even further in the months ahead. The Board of Directors believes that this is due to a combination of factors, the most important of which is the calibre of its people. To gain insight into some of the current developments and future prospects, we caught up with them after a recent board meeting and we are happy to bring you this edited version of the panel interview.

### What makes Fidelity an industry leader?

The Fidelity Security Group is by far the biggest security group in the country, with approximately 30 000 employees countrywide. Its national footprint of regional offices and depots spans across all corners of South Africa and beyond. The company currently has a presence in neighbouring countries such as Botswana and Namibia and as far afield as Dubai.

The company's competitive edge rests primarily in the quality of its people, from the board to management, staff and the security officers who form the mainstay of the business. It has a proud history and track record of excellence,

which has been nurtured by some of the country's top security and intelligence experts. This has been further enhanced in recent years by some of the legal and business heavyweights who have joined the company. The quality of training provided to its security officers has placed them in a league of their own – trusted by the country's top public and private sector clients to provide security for their most valued assets. This fact is borne out by the number of clients who have kept on renewing their contracts with the company year after year.

Another factor that gives Fidelity its competitive edge is the level of innovation it has consistently demonstrated in terms of security solutions. Everything from its proactive control centres, tracking technology, fingerprinting system to the number of registered security officers on its payroll keeps Fidelity ahead of the pack.

Its membership of industry bodies such as the Security Industry Alliance has brought a certain level of credibility to the industry, in the face of challenges caused by some of the less reputable informal security companies. The company has also provided leadership in terms of compliance with relevant legislation

# Exponential growth in the Property portfolio

Fidelity's Property Management portfolio has experienced considerable growth in the past few years thanks to the rapid expansion of some of its flagship clients. National Portfolio Manager, Attie Louw, says they have attracted and retained some of the biggest names in property development by offering more than just security.

"We have set the market standard for offering the best security possible with limited numbers. Our effectiveness comes from the kind of training that we offer to the security officers. We have also put the best contract managers on site to interact directly with clients," he says

An added strength that one immediately notices when visiting some of the big malls that the company provides security services to is the alertness and proactive rather than reactionary approach of the contract managers, control room staff and security officers. By conducting aptitude tests and providing intense training, the company is able to ensure that proactive monitoring becomes second nature to the guys on guard.

Control security officer, Daniel Teye, focusing intensely on a myriad of monitors in front of him at the Cape Gate Mall, Attie remarks, "This is one of the most brilliant guys in this business. He can smell criminal activity from a mile away."

It is people like Daniel who give the clients the confidence to keep coming back – people who put their heart and soul and all their training into good use to minimise risks and make sure that shoppers have a safe shopping experience.

Attie emphasises the importance of having good leaders on site. "Having the right calibre of people on site makes all the difference. They have to think like the top leaders of the company and lead by example. Through day-to-day interaction and continuous on-the-job training, they are the ones who make sure that the security officers are in top form. It is important to keep those guys motivated and to incentivise them through performance-related bonuses."

Workshops with clients have also gone a long way to strengthen Fidelity-client relationships and to provide useful information and training. These annual workshops cover a range of issues, including



Attie Louw

the newly introduced electronic occurrence book, standard operating procedures as well as crime syndicate activities.

Fidelity also offers outcomes-based training in Shopping Mall Security, which focuses on subjects such as Occupational Health and Safety, Procedures to Follow if there is an incident, risk identification and management as well as ISO procedures.

Regional Manager, Fred Louw, believes that Attie's strict yet fair management style and his excellent relationships with clients have contributed a lot to the success of this portfolio. "He spends a lot of time on the clients' sites and enjoys an open relationship with both clients and colleagues. Because he listens to them, they feel comfortable to bring up issues. He is also brilliant at motivating the guys and taking prompt action on the issues that have been brought to his attention."

Attie's team can be seen providing security services at the country's most prestigious malls including Centurion Mall, Altonbrook Value Mart, Woodlands Boulevard, Clearwater Mall, Vaal Mall in Gauteng and Garden Route Mall, Somerset West Mall, Paarl Mall, NI City and Cape Gate in the Western Cape. They are there 24/7 to make sure that shoppers have a safe and enjoyable shopping experience.

# Union boss:

"As industry leader Fidelity is duty-bound to take its moral obligations seriously."

none of their challenges are insurmountable. "The dialogue between Fidelity and the unions is positive. Both parties focus on debating issues until they find common ground. Through constant dialogue and debate, we have managed to avoid the large-scale retrenchments that other security companies have experienced. Even when some client contracts were terminated, we found a way to retain the affected workers."

Edward believes the positive relationship between the two major unions, PTWU and the South African Transport and Allied Workers Union (SATAWU) has ensured speedy progress on a range of issues. Because both unions are represented in industry negotiations at the national level, they are able to speak with one voice. Joint strategies are developed to deal with major issues. He cites the policy of promoting from within the company as an example. Both unions play an active role to assist management in the recruitment process. Other developments that he is pleased with include the in-house micro-loan service and the appointment of professional payroll administrators.

Edward joined the company as a Security Officer working on the Airports Company of South Africa contract. Over the years, he has grown through the company ranks to supervisory positions and has developed a good understanding of the security business and Fidelity in particular. In 2006, he was part of the team that brought the PTWU to the Cape Town Office.

He developed an even deeper affinity for the company when he lost his wife a while ago and saw how management and colleagues rallied around and supported him in his grief.

Discipline and integrity got this former security officer where he is today. This is the kind of attitude that he would like other workers to adopt. "As representatives of the workers, we are afforded the respect that is due to us and we are happy to reciprocate. However, it becomes difficult to defend cases of ill-discipline, such as absenteeism."

Despite all the usual challenges that union representatives have to deal with on a daily basis, Edward is happy to fulfil this role within a progressive organisation. His parting words are: "Fidelity is a brand that I am proud to be associated with. When people come here they must find open doors, a company that they can grow with."

Edward Dyanji

As the leading security company in the country, Fidelity is fiercely protective of its good name. Inasmuch as it focuses on attracting and retaining good clients, the company also seeks to attract and retain good people into its own ranks.

One such person is the Professional Transport Workers Union of SA's full-time shop steward for the Western and Southern Cape Region, Edward Dyanji. He is proud to be part of the team that is working tirelessly to make sure that Fidelity continues to lead by example by treating its workers right. As he explains, "The company has managed to attract highly skilled people from all over the world. It is visible wherever its services are needed. Because it has built up such a formidable reputation, it is duty-bound to lead by example and demonstrate seriousness about its moral obligations and social responsibility."

PTWU is one of the two major unions that have full-time shop stewards in all the Fidelity regional offices. Like any employer-union relationship, the relationship between the company and these unions has its own challenges. Edward believes

Mr A Mobogoane (Chairman)

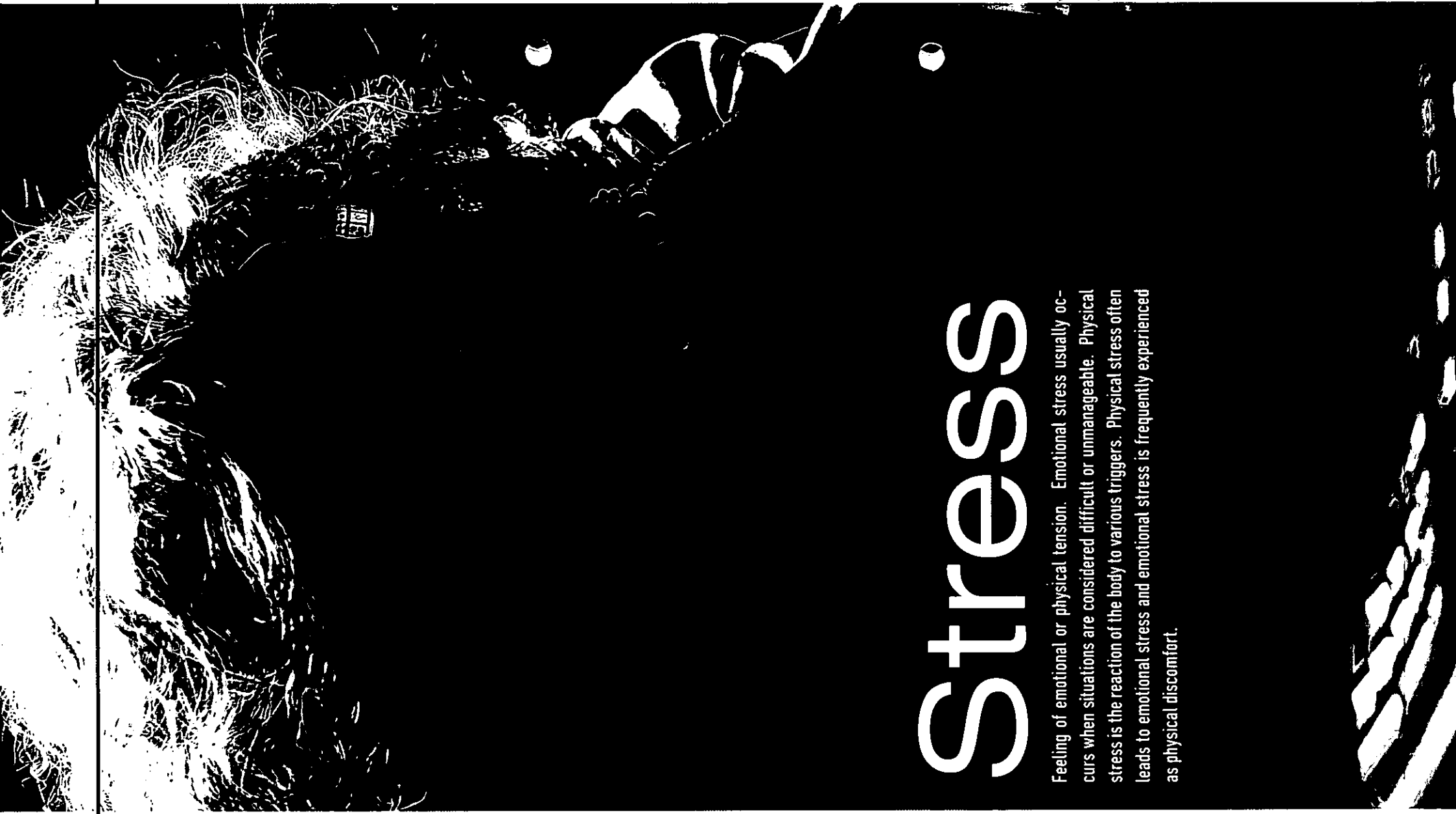
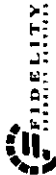
Leading the way

Mr WJ Bartmann (CEO)

Mr P Vundla

Our people are still the best in the industry

Advocate KD Moroka



# Stress

Feeling of emotional or physical tension. Emotional stress usually occurs when situations are considered difficult or unmanageable. Physical stress is the reaction of the body to various triggers. Physical stress often leads to emotional stress and emotional stress is frequently experienced as physical discomfort.



## New HR Group Executive finds Fidelity challenging, yet refreshing

We have all heard the cliché that dynamite comes in small packages. In the case of the new Human Resources Group Executive, Jenny Manyelo, this is evident in the diminutive lady's energetic strut and the warm manner in which she relates to everyone around her. In the few months since Jenny joined the company, many employees and their families have already felt her presence. She has taken the company mandate of providing financial support to employees during difficult times a step further by actually visiting them during bereavements and lending an ear whenever people have called for assistance.

a fully-functional HR structure at Head Office as well as appointing dedicated HR specialists in all the regions," she says.

Jenny believes that structure is very important, otherwise the company's goodwill and a lot of good work goes unnoticed. "For example, the company has a fund to assist employees during bereavement, serious injury and other traumatic experiences. In addition, injured security officers receive a Fidelity Care bag filled with useful things. The next step is to establish a trauma centre and appoint dedicated trauma counselling staff. HIV-AIDS counselling will also be part of this service."

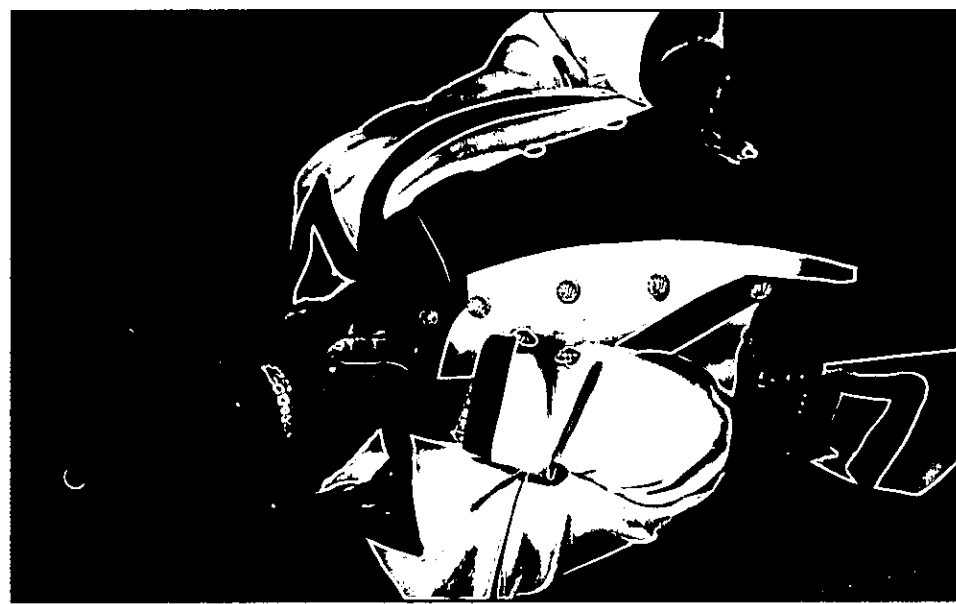
She has no illusions about the enormity of the task at hand, but is confident that her experience in general HR as well as specialist areas such as Industrial Relations and Counselling, will add value to the company. She understands the importance of balancing the core business of the company with the necessary support structures. Her own approach to work and interpersonal relationships demonstrates a good balance of decisiveness and compassion.

Listening is one of Jenny's biggest strengths. "Since I joined Fidelity in April, I have spent a lot of time listening carefully to both the Executive team and staff. My sessions with them have confirmed that I made the right decision by joining this dynamic and ever-growing company. Because of the magnitude of the task at hand, I know that I have my work cut out for me, but what makes me really optimistic is the positive spirit of the organisation. I still toss and turn at night trying to figure out the things that we can do now and achieve immediate results and the things that are going to take a bit longer to put in place," she says.

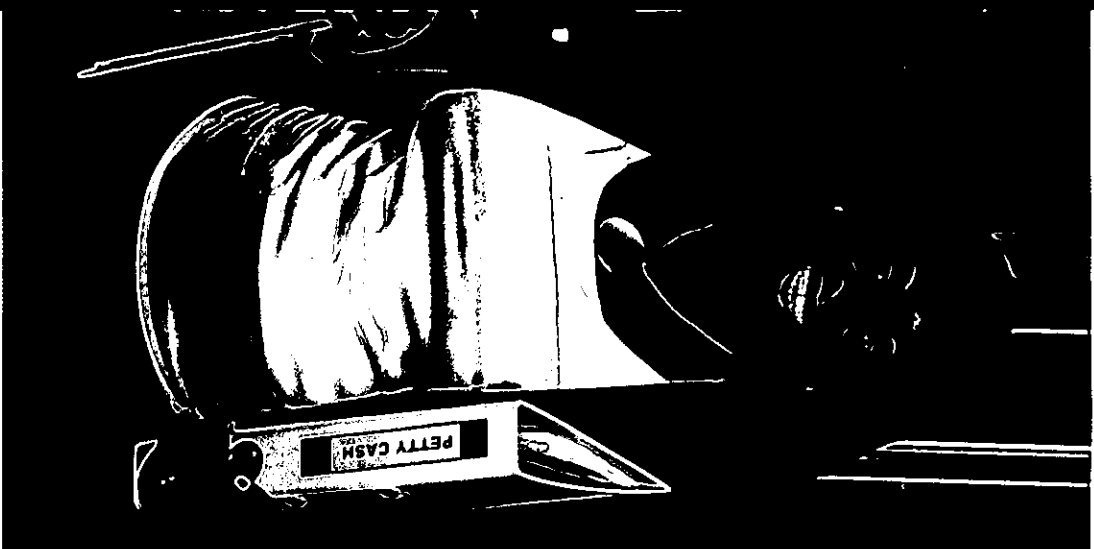
Training and skills development are also close to Jenny's heart. Once again, she believes a structured process of analysing people's potential and training needs will enable the company to provide appropriate training and thus adopt a more structured approach in planning employees' career paths. She is also looking into the company's performance management systems to ensure that people's skills and competencies are taken into account in succession planning. "All these things are happening," she says. "We just need to structure them properly to ensure fairness and consistency."

She is cautious not to make unrealistic promises that no single individual can fulfil, but says it has become quite evident to her since she joined the company that there is a lot of good work already happening. "We just need to introduce the necessary structures, both in terms of personnel and processes, to make sure that HR services are extended to the entire workforce. One of my priorities right now is drawing up

Jenny is impressed with the progress that Fidelity has made in terms of transformation and diversity. According to her, "The complexity of the organisation is gradually changing to reflect the country's normal demographics. I am not overly concerned about the predominance of men. We need to understand the industry and its needs and look at transformation within that context. Having said that, I am happy



Jenny Manyelo



Thembi Hadebe

## Thembi proves: nothing is impossible

"I do not know of many people who keep asking for more work when they have completed the task that you have given them. Thembi has tenacity, a willingness to learn and a drive to get somewhere in life. I know the Lord still has bigger and better plans for her."



# success stories

When Thembi Hadebe first set foot at Fidelity eight years ago, she thought it would only be for a few days. She had come in as a casual cleaner to relieve her sick sister. When her sister died, however, her employers liked her positive demeanour and decided to give her a permanent position. She remembers the day that her fate changed. "I had just finished cleaning Douglas (Schultz)'s office one day when he asked me to leave my cleaning clothes at home the following day and come dressed for office work. I obeyed and started working as a Filing Clerk the following day."

Douglas had obviously seen something in Thembi that other colleagues also started noticing. She was not only diligent in her own work, but always wanted to know what more she could do and how she could assist her colleagues in their work. This enabled her to keep growing within the company until she got to her current position as Creditors' Clerk.

Her benefactor, Douglas Schultz, believes he is simply the instrument that God used to fulfil His plan for Thembi. "I do not know of many people who keep asking for more work when they have completed the task that you have given them. Thembi has tenacity, a willingness to learn and a drive to get

somewhere in life. I know the Lord still has bigger and better plans for her."

Her rise to where she is now may sound like a fairytale, but Thembi says, it has not always been easy. "I do not allow myself the luxury of being depressed for long," she confesses. "My family means the world to me – especially my darling husband and our grandchild, Thando. Working hard has enabled me to improve our standard of living. I bought myself a car. I am in the process of acquiring property. I have managed to educate my children. Complaining about the hurdles I have had to face along the way would be really ungrateful."

Gratitude seems to be an integral part of Thembi's character. "I am really grateful to Douglas for offering me that first opportunity and to all colleagues who patiently shared their knowledge and experience with me along the way. Even my current boss, Linda Stekhoven, is an incredibly good person. She is strict, but fair. She has no room for laziness, but always acknowledges hard work."

Thembi is living proof that nothing is impossible if you work diligently, treat others with respect and persevere through the difficult times.

## Symptoms of stress

Symptoms could include a dry mouth, clammy palms, muscle tension and head-aches, forgetfulness, yawning a lot, sweating, flatulence, cramps, heartburn and diarrhea, persistent irritability, apathy, social withdrawal, loss of or increase in appetite, increased coffee and tea consumption.



The workplace is riddled with potential stressors from irritating fellow employees, to noise pollution, irritating habits, impossible workloads and a difficult boss.

### How to stay calm at work

- Stop multitasking. Complete one task at a time. Draw up a to-do list and systematically WORK THROUGH IT.
- Exercise. Go to a gym, go for a run, sprint up 12 flights of stairs, etc.
- Fire up your face. Place a warm cloth over your eyes and sit with your head back for a few seconds. Think of anything but work.
- Burn some oil. Essential oils, especially pine or sandalwood, relieve stress.
- Get some sun. Open the blinds and get some daylight into your workspace.
- Rub your head. Rub your temples gently while focusing on something far away.
- Play some music. Whatever gets you going. If your colleagues complain, use headphones.
- Clear your desk. Start and end each day with a pristine work surface, a perky office plant and a clean coffee mug. It's good karma.

### How to manage stress

- Diet Improve your diet by avoiding simple, processed carbohydrates, eating a varied diet of complex, high-fibre carbohydrates and oat bran. Avoid saturated fats, eat berries and nuts, also legumes. If necessary, lose some weight. Celery, cucumber and asparagus are good for reducing fluid retention.

### Exercise

- Exercise improves your mood, increases oxygen and nutrient supply to your heart and your body cells and helps you maintain a healthy weight. If you've been sedentary for too long, or have an existing heart problem, start gently with five minutes a day, gradually increasing to 30 minutes four times a week. Avoid straining and too many weight-bearing exercises if you have a heart disease and/or high blood pressure. Swimming and water aerobics work well to gently increase the supply of oxygen and nutrients to cells. Yoga, a slow, gentle walk, tai chi and dancing are all very effective ways to exercise. Breathing exercises are also valuable. The best results are achieved when done once a day for 5-10 minutes. This can assist in calming the mind and promoting a positive outlook.

### If you are suffering from stress

- Don't smoke
- Drink at least eight glasses of water a day
- Restrict coffee intake – both caffeinated and decaffeinated
- Restrict alcohol intake.

### More job destressing tips

- Know yourself: your goals and purpose in life.
- Break through self-imposed limitations.
- Positive thinking: you have the choice in any given situation as to how you are going to react.
- Avoid negative personalities and do not allow people to upset you. Start living in the present. Stop tormenting yourself with thoughts, guilt feelings and regrets about things that happened long ago, or worrying about things that might happen in the future.
- Go with the flow. Don't be rigid and disapproving. Accept other people for what they are and look for the good points everybody has. Don't judge others.
- The choice of how you handle your stressors lies with you.
- Most things and circumstances have a funny side to them. Always try to look for it. Force yourself to smile even if you don't feel like it. You cannot feel down when you smile.
- Enthusiasm is a quality that is contagious and when you feel enthusiastic, you cannot be depressed or stressed!
- Use daily affirmations. Say "thank you" every day for at least five good things that happened. We tend to focus on the negative happenings far too often!
- Deal with your stressors and learn to respond more effectively. Take more control! Time management and learning how to prioritise will make a huge difference.

# a day in the life of...



BRENDA MDLULI

## BRENDA MDLULI

Brenda Mdluli puts in 12-hour shifts at Robertsville as a Grade B security officer. She is the mother of two boys; the oldest is 19 and the youngest 4.

Brenda and her husband rent a room in Soweto about the size of a garage. Brenda has a dream, a very basic one actually, but one that will mean the world to her. She wants her family to live in a proper house. She has registered for an RDP house and is waiting patiently to be accepted.

Brenda is one of those people who seizes the day. She started out as a receptionist and gained her Grade A and Grade B certification as well as her code 8 driver's licence.

"Fidelity is willing to assist you, if you know what you want. I think employees should look for more opportunities within the company. I am working to be in top management some day."

Brenda is aware that good, honest and loyal workers are rewarded by the company for their work. She feels that women need to be granted the same opportunities and responsibilities as their male counterparts within the Fidelity Group.

## LUDO JIYANE

Ludo is a 32-year old single mother who travels from Yeoville to her work at Kyalami Estate, seven days a week. This means taking two taxis at a cost of R35 per day.

Ludo loves her job at Fidelity, but would like to see an improvement in communication between top and middle management and the security personnel, especially when it comes to studying and career opportunities. "Maybe the internal magazine can inform us through quality articles about Fidelity's structures and how to improve our qualifications. Managers could also be a source of information," she says

Ludo's short-term aim is to attain her driver's licence and become a controller. This brave Grade C officer states: "I am not afraid to be a security officer. I will arrest a suspect, should I find him breaking the law on my watch."



LUDO JIYANE

## "Our security officers, who are the mainstay of the business, are honest, hardworking people who are committed to the company."

Services has done well as a company is the fact that the CEO himself has been in the business for as long as anyone can remember and understands the business, its customers and the environment within which it operates. The same is true of other board members and executive managers, who have led the company from its humble beginnings to what it is now.

The company's commitment to the welfare of people in the communities from which it draws its workforce is evident in its Corporate Social Responsibility policy and activities, which range from bringing cheer to orphans at Christmas time to bursaries and sponsorship for outstanding sportsmen who would otherwise not be able to pursue their chosen careers. The CEO firmly believes that although Fidelity is involved in all these initiatives, charity should begin at home. "Our own workforce should be the first to benefit from the company's success. Various initiatives have been put in place. We have a Fidelity Care Bag, which we send to employees who have been injured in the line of duty. In addition, we will soon have dedicated staff and a trauma centre where they can receive professional counselling and support."

During the industry strike in 2006, the company created a fund to assist employees who had been injured or had lost their belongings. This fund has continued to assist Fidelity staff through difficult times, including the recent violent attacks on foreign nationals and fellow South Africans. It also covers bereavement and education costs for children of deceased employees.

Mr Bartmann is aware of the industry's poor reputation and will not let Fidelity's good name suffer because of the actions of some of the industry's less reputable players. He says "The security industry is a multimillion rand industry, with a significant impact on the country's economy, yet sadly there are still a few companies who tarnish its image by not adhering to proper standards in terms of both service levels and wages."

Despite many of the challenges that the industry has faced, Fidelity has maintained a steady growth pattern and avoided retrenchments. The CEO believes this is because Fidelity management and staff take pride in their work. "We deliver on our promises to customers and provide a professional service regardless of the size of the contract."

Yet another challenge is looming. "This is the last year that the current wage agreement is in force and negotiations will be starting soon. We will do our utmost to speed up the process and see that strikes are avoided. Any threat to our employees' income is a burden that none of them can afford. We intend to use our standing in the industry to encourage all industry players to pay their workers in accordance with both the letter and the spirit of the laws of our country," he explains.

There are many positive developments on the horizon. "Fidelity has experienced substantial growth in the past few years. The company has expanded within South Africa as well as in Namibia and Dubai and is planning to acquire more companies as it gears itself for 2010 and beyond. A JSE listing is also well within reach. Head Office staff will shortly be moving into the same office building instead of the current two offices. In short, we have a lot to be optimistic about and I am certain that with the calibre of people we have at Fidelity, we are well positioned to play an increasingly significant role in the security industry well into the future."



Wahl Bertmann, CEO of Fidelity



**Having the right  
players in the right  
positions is our  
recipe for success,  
says CEO**

**F**idelity Security Services Chief Executive Officer, Wahl Bertmann, is well-known in South Africa, and indeed beyond the borders of South Africa, as an astute businessman and a leader within the security industry. What some people may not know is that the businessman driving the company's phenomenal growth is a soft-spoken and caring individual, with a keen interest in the day-to-day operations on the ground.

He is very modest about his own qualities as a leader and believes that no individual can claim personal responsibility for Fidelity's success. According to him, "We have been fortu-

nate to have the right people in the right positions. As a team we have managed to expand the company, provide excellent service to our clients and create employment for thousands of people. Our leadership team consists of men and women who have the heart for the business, who understand both the people and the assets we are protecting and have a hands-on approach in the day-to-day running of the company. Our security officers, who are the mainstay of the business, are honest, hardworking people who are committed to the company."

Modest as he might be, it is common knowledge that one of the reasons that Fidelity Security

#### SHADRACK RAPODI

Shadrack is cut from a different mould. The 36-year old father has been raising his 12-year old daughter and 6-year old son on his own ever since his wife's passing.

"I secured several loans from Umsuka throughout the years to build a home for my kids, and it has grown to a four-bedroom house."

Shadrack works the double shift at Robertsville. "My aim is to become a supervisor. Managers have explained to me that there is a good future with opportunities within Fidelity," Shadrack explains.

For relaxation he works out at the gym and is an avid sportsman. "Fidelity has a club for runners and I think it would be great if a soccer club could be established," he smiles.

Shadrack also supports his parents who are working with orphans in a small government-funded project in the Free State.



PORTIA NDZIWA

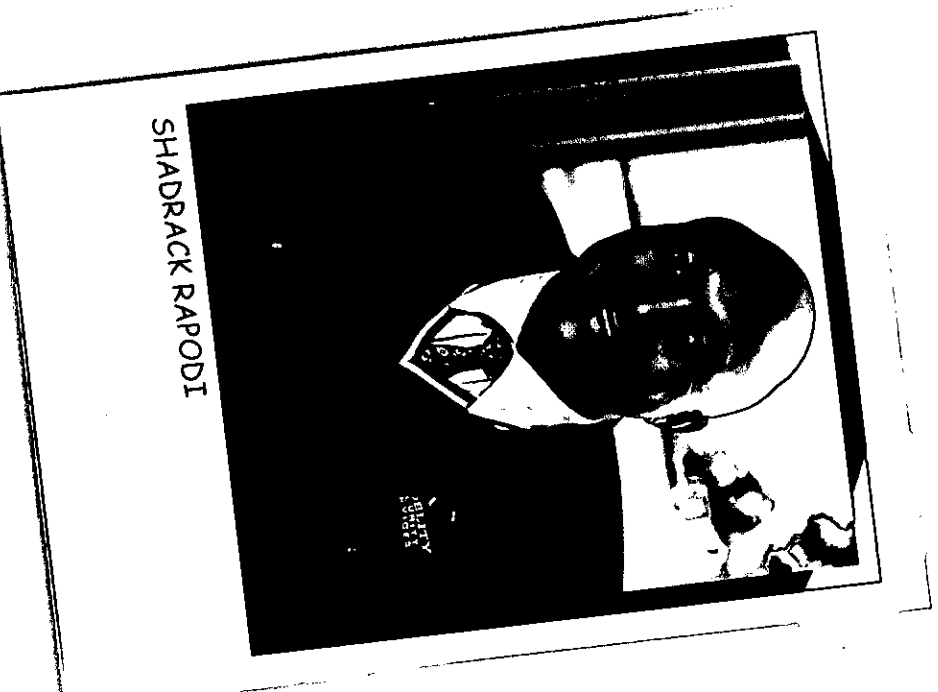
#### PORTIA NDZIWA

28-year old Portia Ndziwa's eyes light up when she talks about her job. "I am not scared to do what has to be done," she says and you can be sure that she means it!

In 2003 she was burned severely in a shack fire and had to take six months' unpaid leave. Portia understands the value of family support well. Her mother was there when she went through troubled waters and still supervises her 6-year old boy at their RDP house in Diepsloot during the day.

When Portia returned to Fidelity after the accident, it was as a Grade B security officer at Kyalami Estate, where she is happy to be.

Portia has set her sights upon becoming a senior manager. "I see other people using the opportunities to study within Fidelity. I need to find out more, especially about available funding."



SHADRACK RAPODI





ELELWANI RAVHANDALALA

#### ELELWANI RAVHANDALALA

Elelwani's day starts at 4:30 in the morning when she leaves her home to take two taxis via Johannesburg to San Sereno Estate. She arrives there in an immaculate uniform.

Her five-year old boy stays with the neighbours during the day whilst her younger sister goes to school. "We were orphaned in 2002, so I have been taking care of our family since I was 26," she explains. Elelwani applied for a bank loan as well as an RDP house in 1998.

"In the meantime I concentrate on doing my job well hoping that my manager will recognise my efforts," she says. Elelwani is a certified Grade B security officer, currently working in a Grade D post. "I would like to be placed in the post I am qualified for, but I understand that there are limited positions. I am sure I would get the opportunity when it becomes available," Elelwani says.

Elelwani considers herself fortunate to have a manager who is interested in the personal lives of his staff.

#### JOSEPH HADEBE

"Don't try to be a hero!" says Joseph Hadebe in a calm voice. He has been involved in a serious incident and survived. "As a security officer you really need to be vigilant. This is what saves your life and the lives of your clients."

Joseph is of the opinion that you do not need firearms only to do your job well. On 4 November 2007 he was on duty at the Bryanston Shopping Centre when his suspicions were aroused by loiterers. "We alerted the police and succeeded in apprehending criminals because we were prepared and worked as a team," Joseph says. Three of the robbers were killed and five were arrested.

Joseph strikes one as an organised gentleman. He is the father of two boys and a girl. He re-married after the passing of his first wife.

Joseph (33) is stationed at Mitsubishi and travels from Berea in his Toyota Corolla. "I have two colleagues who travel with me. After work I eat, go to sleep, get up at midnight and help transport the workers of the local restaurant to their homes. Then it's back to bed before getting up at 05:00." This chore helps to pay the bills.

Joseph says he misses out on playing sport, especially soccer. "It would be great if Fidelity had a soccer team."



JOSEPH HADEBE

# Addressing CRIME

**How we as individuals address this issue together with other businesses as well as with government, is uppermost in mind.**

It fills the papers every day and haunts our dreams at night. Crime – an armed robbery at home, a hijack on the high street and a rape in a lonely field at the edge of town. Are South Africans born with an unnatural bloodlust for violent crime? Or are we as a nation being painfully reborn after the institutionalised violence of centuries?

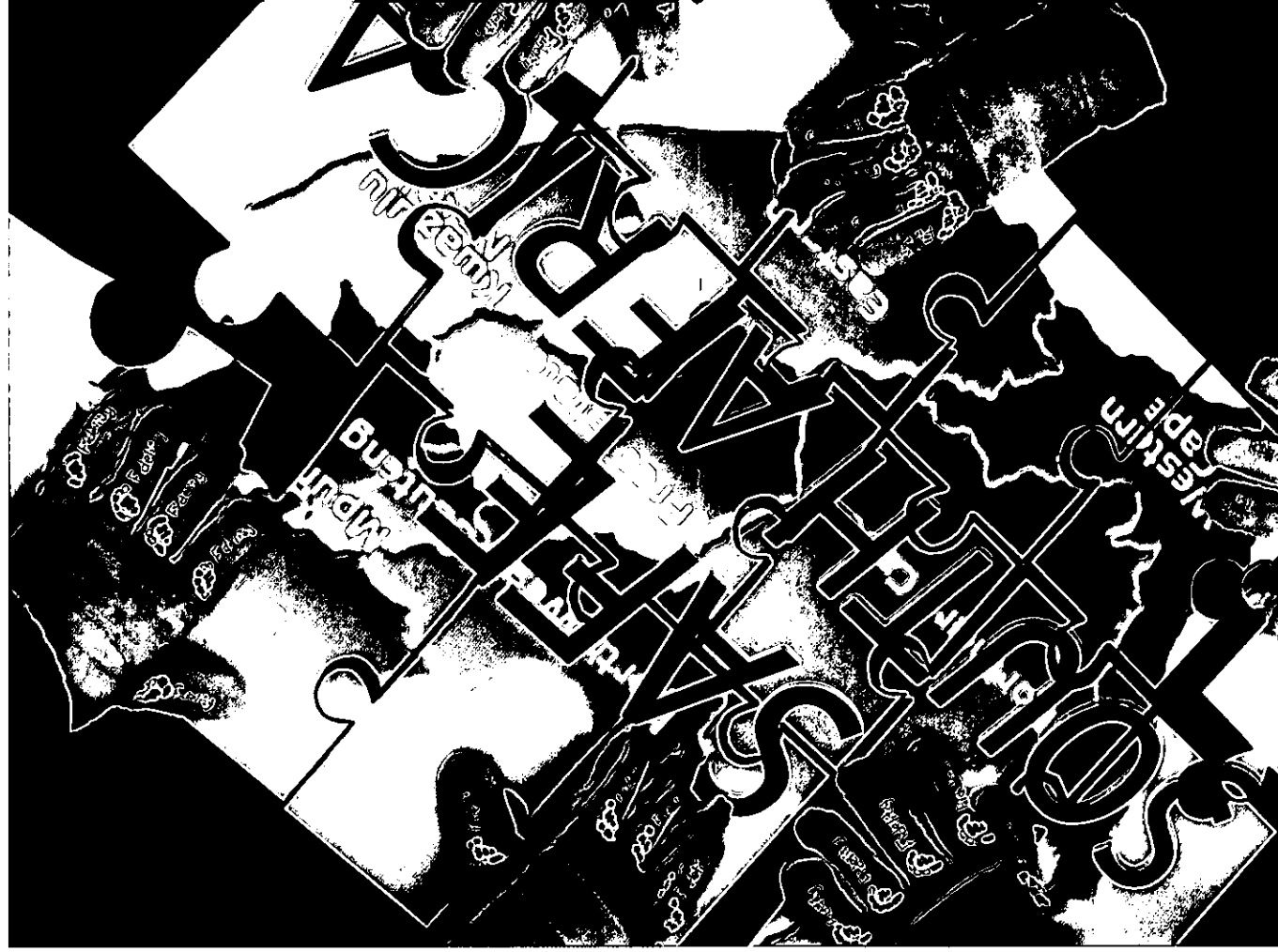
And where is our government and the police in all this?

For months now there have been whispers of a new deal being designed, of a plan to stop crime in its tracks – even to drive it back down again.

Now we know – the whispers were true. South Africa's criminal justice system will be re-engineered to rise to the challenge. More detectives, more prosecutors and more judges are being brought on board. New prisons will be built, courts will operate 24/7 and incoming electronic technologies will leave no place to hide.

The gaps between government agencies such as SAPS, the NPA, the courts and prisons are to be closed. All dockets and documents will be securely recorded on an end-to-end electronic document management system – no more missing dockets or files. Justice will be fast, efficient and brought home to your community. Pilot community justice projects in all nine provinces are proving spectacularly successful, and will soon be rolled out across the country.

Soon, the ball will be in your court. As a good citizen, how are YOU going to work with community justice in your area?



**Company Registration Number: 2004/006007/07**

**Clearview Office Park, Block A, 1<sup>st</sup> Floor,  
Wilhelmina Avenue, Allensnek, 1737**

**VICTOR MAHLANGU 082 905 8006**



1000000

First name:	Surname:
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[illegible]

Surname	Identity number (Compulsory)	Date of birth (Compulsory)
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[illegible]

al premium of R25. If the child is studying he may be covered under this section up to the age of 25.)

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**Plot of "Pillar"**

## Implication of the broad-based Black Economic Empowerment codes of good practices

targets than was previously defined

**Fidelity Security Services (Proprietary) Limited**

Registration Number: 1997/013274/07

AA

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**Validity Date:** **December 2008**

~~EA POWERDEX 125411d~~

Date

c	Level Eight Contributor	10%
d	Non-Compliant Contributor	0%

Directors: V Jack<sup>o</sup>, CC Wh<sup>o</sup>, D Numsio<sup>o</sup>, L Patoms<sup>o</sup>, B Khooai<sup>o</sup>, Executive

**Services (Pty) Ltd by ensuring compliance with the defined ownership levels**

non-employees.



# our image



When you look good, you feel good! Each and every employee can "sell" our organisation by presenting a polished, highly professional image to our customers in the world out there because first impressions last!

Do you know who in your organisation or department are top professionals and the way they are perceived by others?

Do the actions and image, dress code and communication skills really "sell" our image to the public, management, or others in our industry?

Have you ever considered how many people you, the face of Fidelity, come in contact with each day? Our company image emits an unspoken language even when you do not!

Our image should reflect the culture of the organisation as well as your personal unique style.

Inappropriate clothes or grooming can invalidate the individual and even the entire department or company. At the very least, an unsuitable image creates a barrier to immediate communication. Clothes don't have to be expensive, but they must fit. Ill-fitting clothing, no matter how costly or stylish, is unprofessional. Men often wear clothes too small, women too large.

Men wear clothes, expecting them to last forever. Then they (and their clothes) change shape.

What worked five years ago doesn't fit now. Men end up with belts looped below the belly, pants and sleeves too short, jacket buttons too high above the stomach.

Women's skirt lengths shouldn't hit an unattractive part of the leg, and pants shouldn't bag or pull.

Go easy on accessories. Avoid oversized earrings and necklaces for women, earrings or too many rings on men, exotic shoes, and visible tattoos. Jaunty neckties may be fun and fashionable, but don't upstage yourself, especially if you work in a job where people see you from the waist up.

Look clean, neat, and healthy. Unpolished or worn out shoes announce that you don't care.

Hands should be well manicured, hair clean and skin well cared for, and clothing threads or loose buttons. Bad teeth are a huge turnoff because people look at your mouth when you talk. Take care of your teeth!

Avoid fashion and grooming extremes. Ultrashort skirts or chest hair peeking out of unbuttoned shirts can send the wrong message. Odd hairstyles, too much make-up or cologne, oddly styled beards or mustaches -- all suggest you are out of touch with how you look and act. Keep hair in a complimentary and current style, but not dangling over the face. (Men, please don't comb your hair over the thin spot on top. Bald can be beautiful.)

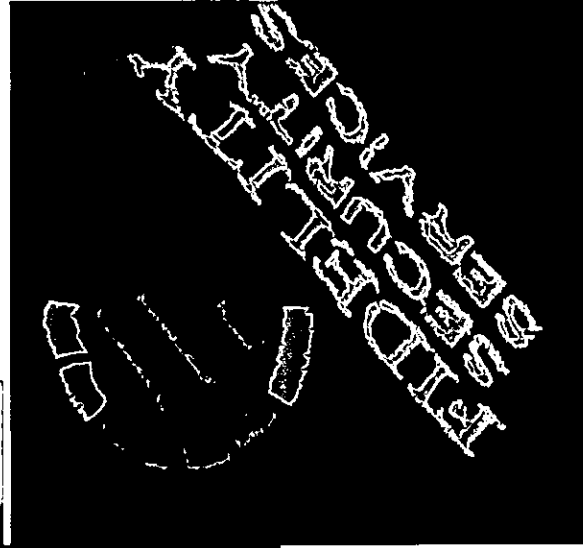
Every single member of our staff, no matter what the job description, is a Public Relations representative. Just one unhappy worker or one with a bad attitude at any level can do terrible things to our company's image.

We all have favourite colours to wear, but did you know that colours evoke emotional, behavioural and physical responses in others? The science of colour psychology analyses how people respond to color, providing us with insights to keep in mind when building our wardrobe.

A new corporate uniform for Fidelity employees has been introduced...

The contemplating question on everyone's lips should be: "Why black and white?"

Black is dignified, elegant, intimidating, powerful and aloof and white is for innocence, transparency and optimism.



"Prospercare offers branded Toyota Avanza cars to companies with a certain number of members. For 5000 members, they offer one car. For 10 000 members they offer two cars and for 15 000 members they offer three cars, as part of their value-added services."

Business Development Director, Victor Mahlangu, explains, "Many of our members prefer to be helped in their mother tongue, particularly when going through a traumatic experience such as death. When the call centre is up and running, which will be very soon, we will ensure that our call centre staff are multilingual, well-informed and empathetic. We just need everyone to co-operate with us to ensure that all the data we have in the system is up to date so that our staff can help them without any delay."

Elaborating on why Prospercare is so competitive within its market, Helga says the company offers immediate cover on inception. "We are one of very few funeral benefit companies that place no limits on extended family members and children. We also offer maternity benefit and foster parent benefit, because we know the financial burden that those special circumstances can place on a family. Furthermore, no medical examination is required. If the principal member passes away, his or her spouse is covered until the date on which the principal member would have turned 65. No additional payments will be required from the widow or widower during that period. Their children are covered until the age of 21 at no cost. We go the extra mile of covering disabled children until the date that the principal member would have turned 65."

Due to the phenomenal growth experienced by Prospercare in the past two years, it is now opening satellite offices in seven regions. Victor says special care will be taken to ensure ease of accessibility. "We will have many of our satellite offices as close as possible to taxi and bus ranks because we know that not all our members and their families have their own transport. To further enhance accessibility, we will fast-track the call centre and website," he says.

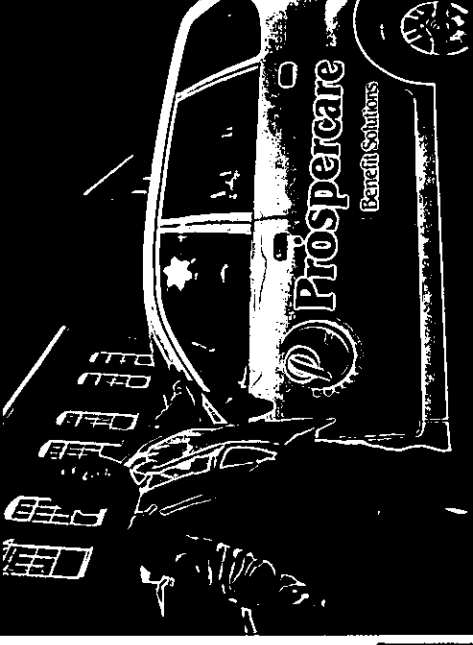
As the man primarily responsible for liaison with both management and the unions, Victor is very conscious of the need to always avail himself to interact with both parties to ensure that his company offers the best possible service. "One of the value-added services we are offering to Fidelity is the use of a branded courtesy vehicle, which is available to transport colleagues of a deceased member to wherever he or she is going to be buried. Some companies might take such things for granted, but we understand how much people value the opportunity to pay their last respects to people they have worked with -- sometimes under very difficult circumstances."

Although wellness is not one of the areas currently covered in the agreement between Prospercare and Fidelity, Victor is very passionate about offering Prospercare members a wellness programme. "The security industry is a very demanding one and people often suffer from either financial or emotional stress. We need to be there to offer them solutions and help them to lead healthy lives. A noticeable majority of the claims we receive are illness-related and quite often, the illnesses that people suffer from are stress or lifestyle-related."

To ensure that your claims are immediately attended to and paid within 48 hours, there is some really important in-

"We have put a lot of thought into determining what people really need when a loved one, often a breadwinner, passes away and have tailored our benefits in the most caring manner possible. What really sets us apart from competitors is that we care."

One of the many Prospercare-branded Toyota Avanzas



# Prosper Care

**ties up the loose ends to provide quality service**



Prospercare has reiterated its commitment to make sure that its Fidelity clients get the best possible service. Following initial teething problems, when client information was not properly captured, Administration Manager Helga Smit, says they have worked around the clock to make certain that all data is accurately covered to ensure that benefits can be paid out without delay.

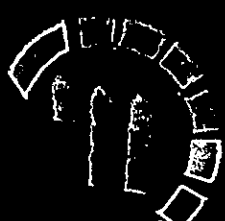
Prospercare offers Fidelity employees who are members of the Trade Unions recognised by the company, comprehensive and affordable funeral cover when they need it most. Since its conception four years ago, the company has grown from 700 members to over 22 000. As a wholly-owned subsidiary of Corhold Investments (Pty) Ltd, a holding company to 11 other companies, Prospercare provides financial stability. The company is underwritten by Lion of Africa, a subsidiary of Old Mutual and administered by Ness Consulting (Pty) Ltd, authorised financial services provider registered with the Financial Services Board. As part of a reputable group of companies, the company is able to offer its clients complete reliability and financial clout, comparable to the best that the country has to offer.

Over and above the financial stability of the company, Helga adds that its biggest strength lies in the fact that they care. "We have put a lot of thought into determining what people really need when a loved one, often a breadwinner, passes away and have tailored our benefits in the most caring manner possible. What really sets us apart from competitors is that we care."

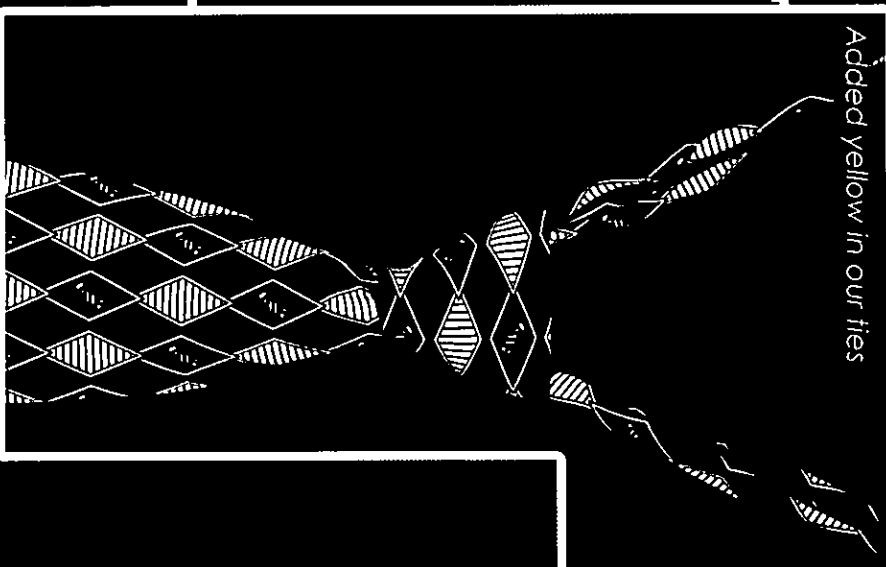
To enhance the service that Prospercare offers to its clients, the company is currently setting up a call centre where members will receive personal attention in their preferred language. As New

"The security industry is a very demanding one and people often suffer from either financial or emotional stress. We need to be there to offer them solutions and help them to lead healthy lives. A noticeable majority of the claims we receive are illness-related and quite often, the illnesses that people suffer from are stress or lifestyle-related."

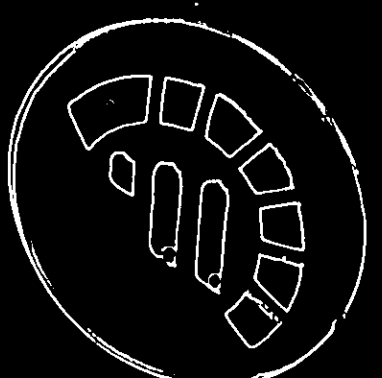
Helga Smit



New Fidelity caps



Added yellow in our ties



Fidelity badge



Newly added stripes on our collar shirts



Improved security boots

# FIDELITY Service awards



Louis Engelbrecht

## Dainfern Estate still Louis Engelbrecht's pride and joy

National Key Executive, Louis Engelbrecht has been involved in many interesting projects in the ten years that he has worked for Fidelity, but none of them are as close to his heart as the Dainfern Estate. To this day, Dainfern remains a showcase of the quality of service that Fidelity has to offer and Louis is proud to have been involved when the contract was first signed.

He is at a stage in his career where he is able to use his vast experience for the benefit of the company. He understands the business well enough to help junior colleagues to fulfil their potential.

When Louis was diagnosed with cancer in 2000, colleagues and family rallied around and gave him all the support he needed. When he pulled through and claimed his health back, he knew no other challenge would ever get him down.

The purpose of our service awards is to recognise the contribution of all employees who have served Fidelity Services Group for continuous periods of long service.

Being a people-based business and an employer of choice, Fidelity Services Group takes pride in giving back something to our staff in many different ways, both great and small.

On completion of 10, 20 and 30 years service, a Long Service Certificate as well as an award are presented to each employee.

# Sales advice for tough times

Here are five tips to make 2008 a great sales year ...

## Remember who loves you

Create a list of your top supporters. Include your best customers, mentors, friends, business colleagues, and any others who think you're great and who play a leading role in your success. Make a point of contacting them at least once a month with a phone call, a handwritten note, a postcard, or any other meaningful communication that lets them know you value them.

## Seize surrendered ground

When armies retreat, they leave territories open for uncontested invasion. Similarly, as competitors retreat to defensive positions, they may well be leaving opportunities open behind them. This is not the time to shift all your resources to a new segment, but it's a great time to explore new opportunities. As other companies reduce their sales staff to cut costs, you may have the opportunity to grab some good talent.

## Increase your value

Do you know everything that's going on with your best customers - recent changes in their companies, their plans for 2008, and the amount they're planning to spend with your company this year?

## You should

Call your best customers now and do an annual review with them. Find out about major changes, bought or sold assets, added or dropped product lines, major initiatives, changes planned for 2008, personnel changes, and so on. By knowing what's going on in these areas, you will vastly increase your value to the customer.

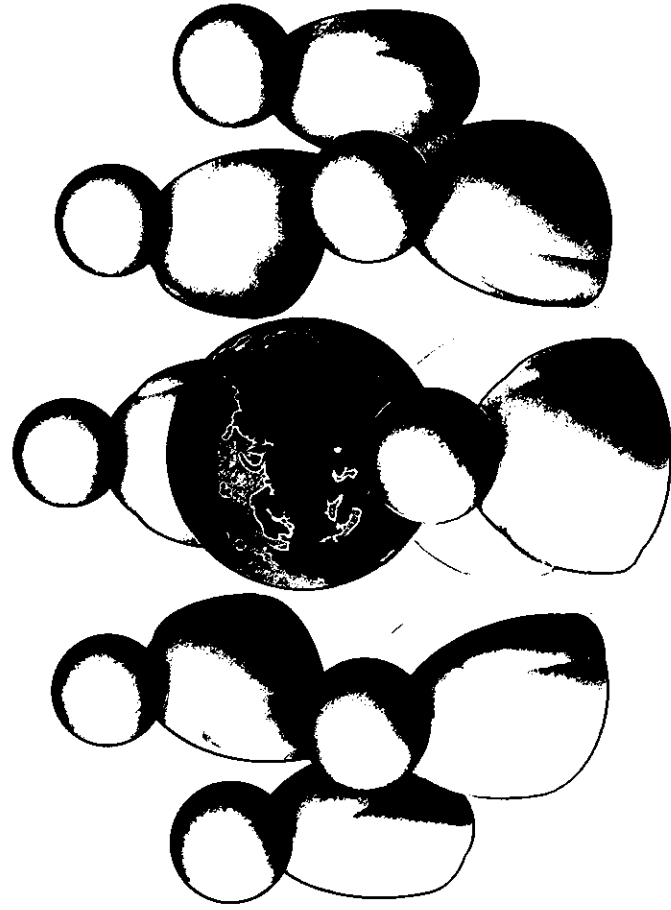
## Finish what you start

Salespeople often have Type A personalities - in constant motion, working on the next big deal, and juggling a thousand great ideas for success. The problem consequently is that many of us wind up with a myriad unfinished projects on our desks. In 2008, commit to finish current projects - and to see anything you start through to the end.

## Get tech savvy

You've been promising yourself you were going to do this, but for any number of reasons - fear of the unknown, lack of time and comfort with the status quo - you've been putting it off. So make 2008 the year you get a handle on sales-related technologies.

Now is the time to find ways to work smart. Technology - sales automation, telesales, integrated handheld/mobile technology, use of the web etc, are now crucial to expanding your business.



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## outstanding achievement



Dennis Dreyer

### Outstanding leadership keeps Dennis committed

National Contracts Manager, Dennis Dreyer, has one of the best jobs at Fidelity, managing some of the company's most interesting portfolios. After ten years with the company, he believes that its biggest strength is the quality of leadership. "The company is led by the best-known names in the security industry. Personally, I have been fortunate to work with guys like Bryan Smith, who has been an amazing mentor for me and Johan Terblanche, who showed me the ropes."

Dennis joined the company just as it was preparing for an ISO audit and really got a baptism of fire. Since then, his career has been filled with exciting challenges. He laments the loss of life that the company has suffered over the years. "We have lost some of the country's stalwarts in senseless attacks," he says.

Dennis is a well-liked, extroverted person, both at work and at home. He is also an avid sportsman, who watches any sport in which South Africa is involved and is a Gouleng North Golf Executive.



Johnny Dempsey

### Taking personal responsibility for every aspect is Johnny's style

Johnny Dempsey, General Manager of the Bank Security Division, runs one of the flagship divisions of the company, handling some of the biggest contracts the company has. Because of the sensitive and high-risk nature of the work that his division handles, he pays close attention to every single aspect of it. "People who work in this environment are hand-picked and very attentive to detail," he says. "That is why clients keep renewing their contracts with us. We are on top of our game 24/7." The best part of his job is having a sense of ownership and the authority to make decisions.

When he left the South African Police Services to join the company 11 years ago, there were only eight people in the control room and just one person in intelligence, a far cry from the capacity that those crucial areas now have. His recipe for success over the years has been the ability to look on the positive side of life, even under the most difficult circumstances.

Johnny is a family man whose eyes light up at the mention of the word 'family'. He actively supports all his children's sporting activities and they, in turn, have made him proud by attaining provincial colours in various sports, including karate, athletics and hockey.

## Fidelity service awards dedication rewarded



Jannie van Rensburg

### Once a champ, always a champ

Former boxing champion and coach, Jannie van Rensburg, tackles his job as Transport Manager with the same zeal and dependability that he demonstrated throughout his boxing career. He has taken quite a few punches in the boxing ring and made his opponents kiss the canvas a couple of times, but nothing could have prepared him for the bullets he had to take during the years that he worked in Cash Management. He has no regrets about his experiences in the ten years that he has been with the company. He says, "Once you have proved yourself, the company looks after you. The managers are very supportive and will always stand by you during tough times."

He enjoys the wide spectrum of responsibilities and the travelling opportunities that his current position offers. He is grateful to his previous boss, Jeannie Marais, whom he describes as a "tough cookie" for making him a perfectionist in his job. He admits that he has mellowed slightly and now plays golf instead of boxing, but he is happy that his offspring have inherited his fighting spirit and his love for sport. "They are now champions in their own right and that makes me very proud."



Hannes van Eck

### Things have changed for the better for firearms expert, Hannes van Eck

Hannes van Eck has seen a lot of changes in the 20 years that he has worked for the company. He remembers the bad old days when he used to walk many kilometres to catch a train to work and back. "Getting paid in cash was the worst, because if you got robbed on the way home, you had nothing to fall back on."

He believes that all the changes he has seen in the company have been for the better and that the business has grown from strength to strength and afforded its employees more opportunities for growth. He is much happier in the Firearms Department these days because he is doing something he enjoys and is good at.

He is also the proud grandfather of two adorable children, who have become even more special to him than his own three grown-up children. Nothing gives this grandfather more joy than spending time with the entire family at the Kruger National Park.

We need you. we need your updated information. we need to be able to reach you. we need to talk to you. we want to keep you up to date with what is happening within our Group. allow us to share our passion for Fidelity with you!

Our strength is our regionalised culture with management on the ground given operational autonomy underpinned by an entrepreneurial mindset.

# fidelity needs you

It is truly a mammoth task to talk to 30 000 people. This is our goal and, with your help, an achievable task. We are already making great headway, but we have a long way to go. Our strength is our regionalised culture, with management on the ground given operational autonomy, underpinned by an entrepreneurial mindset. However, sometimes our regionalised nature makes it difficult for us to keep all updates.

**And this is where we need your help!** Fidelity's success is due in large part to the contributions of our 30 000 Fidelity employees, people like you; the foundation on which Fidelity is built.

**We need to get better connected** We want to keep you up to date with news items, financial results, notification of broadcasts and messages from our management team. We want to keep you informed so that you can learn about major events before the mar-

ket does; each and every one of our 30 000 employees plays a vitally important role in our business. In today's digitally connected world all Fidelity employees should be linked through computers and mobile phones. The communications team is committed to moving Fidelity's way of communicating more fully onto the internet, but in a manner that is logical, simple to use and productive. Our coordinated Fidelity website and intranet is already a significant improvement on the previous sites. But we cannot reach you if we don't have your information.

Our intranet should be regarded as an important business tool and a way to add value to our companies. Just think of the value to your business to be able to access an extensive database of all our Group companies' businesses, products and people. We are constantly looking at different ways in which to leverage the potential this offers.

#### How can you participate?

If you do not yet have a computer or adequate internet access at your branch, encourage your manager to look at the possibilities. Take up the challenge, let us have your ideas and tell us how your business communicates. How about a Fidelity intranet café for those staff who do not have computers? Chat to our IT people and get them to work on increased bandwidth and more efficient IT connectivity at your branch. We live in an electronic age, and the possibilities are infinite!

#### Getting the Proudly Fidelity family together

Although Fidelity is a global company, it is made up of real people, not faceless individuals. Take this opportunity to show – through the Fidelity intranet – how real you are. We look forward to meeting you and being able to reach you. Log on to [www.fidelitysecurity.co.za](http://www.fidelitysecurity.co.za)...



# The 7 deadly sins of 'selling'

Everyone knows there are already plenty of challenges in selling without having to look for more, so why do so? Many salespeople find it necessary to commit the seven deadly sins of selling ...

## 1. Talking your way out of a sale

Salespeople are in love with their products! When they join a company, that's the first thing they learn. And whilst conviction is a great foundation, too often salespeople talk their way out of a sale simply because they don't know when to stop selling and allow the customer to buy.

TRY THIS: Instead of telling your customer all about your company, give them enough information to make a decision and then listen to them asking to buy. If you do, you'll hear them buy long before you have finished telling them how wonderful your products are.

## 2. Systemless selling

Few salespeople take time to develop a personal sales system. Developing your own system gives you a benchmark that allows you to hone your performance.

TRY THIS: After the next sales call you make, take the time to think through what you did. Identify your strengths and weaknesses and then coach yourself so that you use those strengths and avoid the weaknesses. If you do this for each call you make you'll find a system that works and is uniquely yours!

## 3. Selling without a plan

Success is achieved because people planned to make it happen, not hoped it would. Salespeople, unfortunately, don't like planning.

TRY THIS: Instead of leaving your success to chance, invest some time during the week to plan the week ahead. Recognise that this is selling – if you don't have a plan with clear objectives and defined activities, you don't really have a job.

## 4. Substanceless marketing

Brochure and catalogue designers are a curse in selling. They produce great work, but the problem is that many salespeople start believing that the brochure does the sale.

TRY THIS: Instead of simply relying on your brochures, catalogues and website to sell, the next time you call on a prospective client, make the collateral part of the sales process by using it as a sales aid, not as a salesperson.

## 5. Playing the blame game

Some salespeople are ready to take the credit for a successful sale, but quick to blame others when things go wrong. What they don't realise is the damage they are doing to their own credibility. Every time a salesperson blames another department, they dent the credibility of their organisation. Eventually customers are turned off – after all, who wants to deal with a company that is badly managed?

TRY THIS: The next time you encounter a problem, admit that a mistake has been made and fix it. Explain how hard your company tries to satisfy its custom-

ers. It's not important who made the mistake – more important is that the problem is solved.

## 6. Putting your own needs before the prospect's needs

If you're in selling to earn commission, you won't last. If you are in selling to help your customers improve their business or lifestyle, chances are you're in it for the long haul. Those who sell just to earn the commission, tend to exaggerate benefits, misinform buyers and often end up harming everyone involved.

TRY THIS: When you meet your next buyer, put aside thoughts about what is in this sale for you. Focus on what the customer really wants. You'll find that by listening you'll discover ways to help your customer. When you do, he'll buy.

## 7. Blindly following the masses

Sales processes are designed to provide focus for salespeople, not reduce them to machines. When salespeople try to follow a rigid protocol that reduces them to a formula, they lose their personality.

TRY THIS: Develop a personal mantra based on the reality that your customers deserve the best. Learn to "Make promises you can keep, and keep the promises you make!"

## outstanding achievement



Annelie Gouws

## No nine-to-five culture at Fidelity, says Annelie

Since Debtors Clerk, Annelie Gouws, joined the company 18 years ago, she has been proud to be part of a team that is hardworking, committed and willing to work whatever hours are required to do the job properly. "There's no such thing as working nine to five and not taking calls at nine in the evening. Working hard is just part of the company culture and people simply enjoy it," she says.

She has a lot of respect and affection for the Bortmanns. "They are talented, good business people, who value and respect everyone who works for them, particularly the security officers."

She describes herself as "rustig" (calm) and not easily upset, which is not surprising considering that she is an artist par excellence. From oil paintings to pottery and "lekker boerekos", she puts body and soul into everything she touches.



Renier Jansen

## Work, work and more work for Renier

Who needs too much time off, if work is interesting and challenging enough? Certainly not Renier Jansen! "Work is my life," he says. "I only take time off to recharge and listen to some good music then get right back to work."

Renier has been back with the company for ten years, following a two-year break. He confesses that he is a bit of a workaholic and a perfectionist, so he finds it difficult to take time off and let other people fill in for him. As a Transport Manager, he is conscious of the image of the organisation and does his best to keep expenditure in his area as low as possible.



## Fidelity service awards dedication rewarded



Ina Heyns

### Ina values Fidelity's stability

Ina Heyns is a Credit Controller who has been with the company for ten years. She would gladly carry on working for Fidelity until she retires because she values the stability of the company. While she misses the closeness and sense of family that characterised the company when she first joined, she believes that bigger companies are more stable and make employees feel more secure.

She recalls the sense of insecurity that employees experienced when Khulani Springbok joined forces with the Fidelity Group. Their fears were soon allayed, though, when they retained their jobs and many of their previous bosses continued to play a significant role in the new company. Since then, she has remained focused on her work and tried her best to be helpful and friendly to the departments that she services.



Maria Maseko

### Maria Maseko brings sunshine to our offices

Maria Maseko has been working for Fidelity Security Services for the past 20 years. It is not surprising that she has stayed so long because her sunny disposition is sure to bring a ray of sunshine into every office she cleans. She takes pleasure in the simple things in life – carrying out her daily responsibilities as a cleaner and tea lady to the best of her ability and making sure that her husband and three grown children get a nourishing meal at the end of the day.

She takes nothing for granted and remembers every kind gesture and word of encouragement that people have shared with her over the years. She remembers the good old days when the company used to organise outings for staff and their families, the braais, the fun walks and races. The trip to Heidelberg Kloof that the company organised many years ago still stands out in her memory as one of the best times of her life. "Why did all those things stop?" she wonders, but then proceeds to answer her own question: "Perhaps the company has grown too big to still think about such things."



There has been so much hype around firearms and the Firearms Act that it is hardly surprising that people are confused.

## FREQUENTLY ASKED QUESTIONS FROM OFFICERS

**I want to purchase my own firearm, what do I need to know?**

1. You need to obtain a permit to own a firearm. The Firearms Act refers to this permit as a firearm licence.
2. You need to prove that you are able to operate and take proper care of a firearm. The Firearms Act refers to this proof as a firearms competency certificate.

**How do I get a licence to own a firearm?**

When you find a firearm that you would like to own you first need to apply at the SAPS for authority to own that specific firearm. If you buy your firearm from a gun shop they will apply for the licence on your behalf.

**Where do I get a firearm competency certificate?**

Firearms competency certificates are issued by the SAPS.

**How do I prove that I am proficient in the handling of a firearm and competent to possess one?**

You need to do two training courses. One course to teach you how to safely handle and shoot the firearm and the other to teach you about the law involved in owning and handling that firearm.

**Where is the best place to do this training?**

It is extremely important that you ensure that the training provider that presents these courses is accredited by SASSETA and that the certificates issued to you when you successfully complete the courses will be accepted by the SAPS.

**What should I do once I have my training certificate from this accredited training provider?**

Once you have your certificates you go to the SAPS and apply for your certificate of competency. This is quite a process and involves your fingerprints being taken and checked, interviews with credible character witnesses and so on. The best advice is to make enquiries at the Police Station where you intend to apply for your certificate of competency. Do this ahead of time so that you are fully prepared when you make the application.

**For how long is my certificate of competency valid?**

The competency certificate is reissued every five years. This is to ensure that the owner of the firearm is still able and competent to use that firearm.

**Can you tell me more about the application process at the SAPS?**

When you hand your proficiency training certificate over to the SAPS, you as a person will be evaluated according to various criteria:

1. You must be at least 21 years or older – there are certain exemptions.
2. You must be a South African citizen.
3. Your background and criminal record will be verified – any evidence of domestic violence, alcohol and drug abuse or other social crimes as well as your mental health and character in general will be investigated. This is done to verify whether or not you have any previous convictions and if you have any tendency towards violence.
4. Interviews will be held with people who know you well to establish whether or not there are any risk factors involved in your owning a firearm and if there are circumstances which should be investigated.

# firearms legislation

Contrary to general perception there has not been a great deal of change to the Act that would have had an influence on armed security officers since its promulgation in 2004.

I am addressing the issue around the legal requirement regarding security officers and firearms. There has been so much hype around firearms and the Firearms Act that it is hardly surprising that people are confused.

The Firearms Control Act no 60 of 2000 was promulgated in April 2001. This legislation was implemented in a phased manner with the promulgations of Section 113 and 140 in July 2001. The provisions relating to accreditation were promulgated during July 2003. The Firearms Control Legislation was fully implemented on 1 July 2004. The Firearms Control Amendment Bill was approved by the National Assembly in September 2006.

Contrary to general perception there has not been a great deal of change to the Act that would have had an influence on armed security officers since its promulgation in 2004.

Those changes that influence security officers are due to the progress that has been made through the implementation of the training requirements stipulated in Section 9 (2) (q), (r) and (s). Those stipulations have been there all along. At first only Sec. 9 (q) and (r) were in place and the stipulations of (s) were implemented recently.

For a clearer understanding, Section 9 (q) (r) and (s) are included. Note the highlighted words in (s): (q) has successfully completed the prescribed test on knowledge of this Act;

(r) has successfully completed the prescribed training and practical tests regarding the safe and efficient handling of a firearm; and (s) has, where applicable, successfully completed the prescribed training and practical tests for firearms dealers, manufacturers, gunsmiths, security officers or other persons who use firearms in the course of their business.

In the past when a security officer needed to prove competency to use a pistol, that officer required

training in two Unit Standards.

1. Unit Standard 117705 (Demonstrate knowledge of the Firearms Control Act 2000 (Act No 60 of 2000) applicable to possessing a firearm) – Required by Section 9 (q)

and

1. Unit Standard 119649 (Handle and use a handgun – Required by Section 9 (r). Recently the stipulations of Section 9 (s) were implemented and this means that a security officer who intends to use a pistol in the line of duty will now have to prove competency in three Unit Standards.

1. Unit Standard 117705 (Demonstrate knowledge of the Firearms Control Act 2000 (Act No 60 of 2000) applicable to possessing a firearm) – Required by Section 9 (q)  
 2. Unit Standard 119649 (Handle and use a handgun – Required by Section 9 (r))

and

1. Unit Standard US 12315 (Handle and use a handgun for business purposes – Required by Section 9 (s)).

For every additional category of firearms that the officer uses – in the line of duty – that officer will have to prove competency in two unit standards, one proving competency for that class and one proving competency in the same class but for business purposes.

The following Unit Standards are a direct result of the implementation of Section 9 (s) and are listed below:

1. Unit Standard US 12315 (Handle and use a handgun for business purposes)
2. US 123514 (Handle and use a shotgun for business purposes)
3. US 123519 (Handle and use a manually operated rifle or carbine for business purposes)
4. US 123511 (Handle and use a self-loading rifle or carbine for business purposes).

## outstanding achievement



Bryan Smith

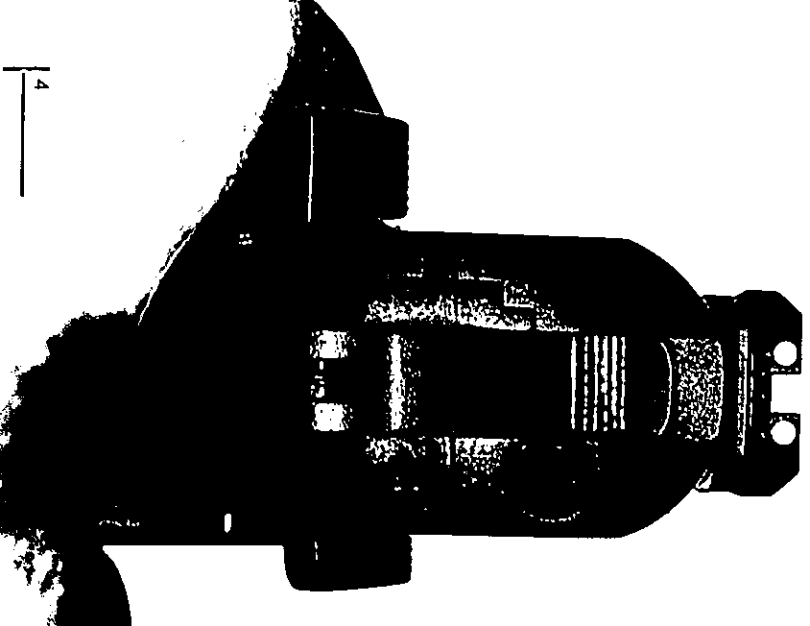
## Being a shareholder sealed Bryan's commitment to the company

Gauteng General Manager, Bryan Smith, is one of the stalwarts of the company and is loved and respected by many colleagues whom he has mentored over the years. He says Fidelity has given him a brilliant career over the past 20 years.

So what has changed over the years? Everything, according to Bryan! "A lot of money and development have been invested in both the people and the technology to make sure that Fidelity remains an industry leader and an employer of choice for security personnel. The service that we offer is significantly different from the old days when security was simply a man with a dog. The markets have changed and are now more specialised. Our budgeting systems have become state-of-the-art. Our relationship with the unions has also evolved significantly since the 80s. Even the premises are enormously different. The whole image of the company and the industry as a whole has changed." There seems to be general consensus among those

who have worked with Bryan that he is a hard-working and honest man who has made a significant contribution to the growth of the company. His brilliant knowledge of every aspect of the business has made him a valued member of the management team. "What is most gratifying for me is being surrounded by managers who have a singular goal – to make a success of the company," he says.

His devotion to the company is second only to his devotion to his wife of 27 years, Louise, and their four sons.







# going

The best thing we can leave our children is a planet that is in a better state than the way we found it. Preserving the environment for a better world tomorrow is something that each of us can start doing today. Here are some easy tips to get you started!

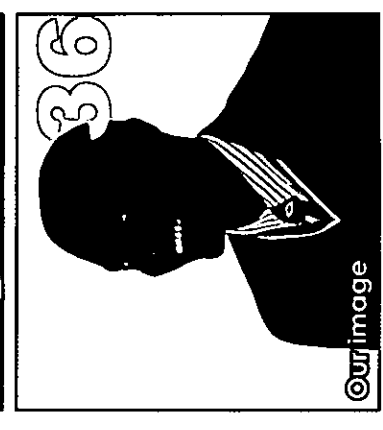
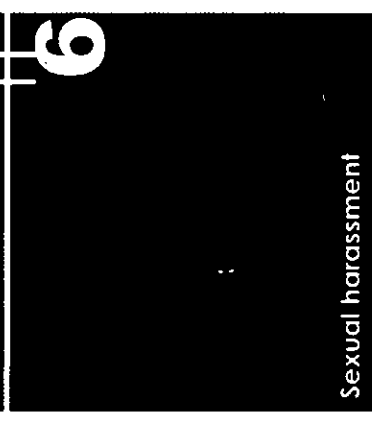
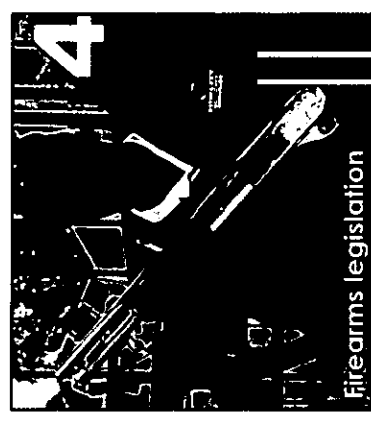
- Unplug all electronic devices when not in use to help cut down the use of fossil fuels.
- Turn down the temperature on your geyser's thermostat; it will help save you money too!
- Use cloth nappies rather than disposable ones. Did you know that in 2.5 years, a baby in disposable nappies would have used 325 kg of plastic, 20 trees worth of paper and produced one ton of garbage!
- When it comes to saving the environment, gas is better than electricity. All of the heat generated by gas can be used in your home while only a portion generated from coal in a power station eventually makes it through to your home.
- Avoid buying bottled water, and if you do, make sure you reuse it at least once before you recycle. This goes for all containers, especially plastics.
- Start a compost heap in your back yard or on your rooftop, remembering to place all your kitchen scraps into it, not the dustbin! Not only will you save money on chemical fertilisers, you'll be doing your garden a huge favour.
- Replace your light bulbs with compact fluorescent light bulbs.
- Take your own reusable bags shopping.
- Use organic cleaning products like vinegar, borax, and baking soda.
- Rather than using caustic soda to clear blocked drains, pour a cup of baking soda down the drain followed by a couple of jugs of boiling water.
- Use baking soda to deter ants – pour a solid line that they won't dare cross!
- Mix a tablespoon of baking soda, a teaspoon of dishwashing liquid and about five litres of water to make a spray for treating roses against black spot fungus.
- Teach your children about protecting the environment.
- Limit the length of your showers; consider turning off the water while soaping up.
- Don't let the tap run when you're brushing your teeth. Reuse dishwater to water the garden.
- When searching online, visit [www.blackle.com](http://www.blackle.com). It's powered by Google, but because the screen is black it saves energy.
- Save fuel by sticking to the speed limit, accelerating slowly and keeping your windows closed on the highway.
- There is some evidence that the chemicals in antibacterial soaps are harmful to fish and other animals; just use normal soap to wash off germs – you don't need to kill them as well!
- Plant a tree...or two!
- Steer clear of using plastic wrap; use reusable containers of tinfoil instead.
- Stop littering – particularly cigarette butts that are highly toxic to the environment and do not biodegrade.
- Buy fresh fruit and vegetables from a fresh produce market near you.

# green...



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Douglas Schultz

## A Letter from our editor

What a dynamic environment we operate in!

As @fidelity is a quarterly publication it is becoming increasingly difficult to keep up with what everyone is doing.

We are certainly hoping that this year has proved to be invigorating for everyone and that we continue to look forward to the impetus Fidelity brings to the everyday lives of our employees and our clients.

Some of our employees are regular contributors and I encourage all of you to use this forum to keep the wider Fidelity family up to date with what is happening in your world.

Let us know how you are positioning your business within your particular environment and tell us about developments within your business and how you are approaching challenges.

Tell us about your successes, tell us about your achievements and about your people who are making a difference to the way you do business. We are so excited that our international family (Dubai and Swaziland) has sent us some great input which will be used in the next issue.

You are once again encouraged to ensure that all our employees are given a copy of our @fidelity magazine as this magazine is an acknowledgment of their achievements.

Douglas Schultz

*My motto has always been "I may not have the answer, but I will find it. I may not have time, but I will make it."*

## Our sincerest thanks to:

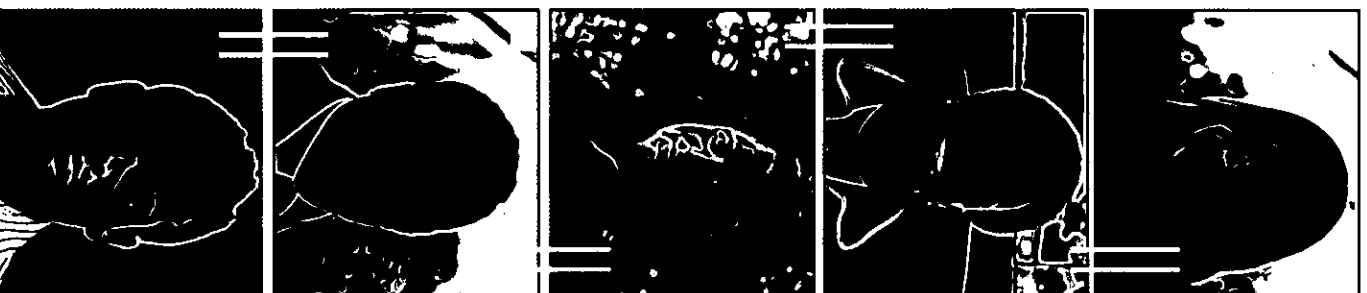
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# CAREERS at Fidelity

At Fidelity we have a wealth of talent. In such a huge group of businesses, representing such a diverse array of talent, we are constantly looking at ways to leverage this strategic part of our business, our human capital.

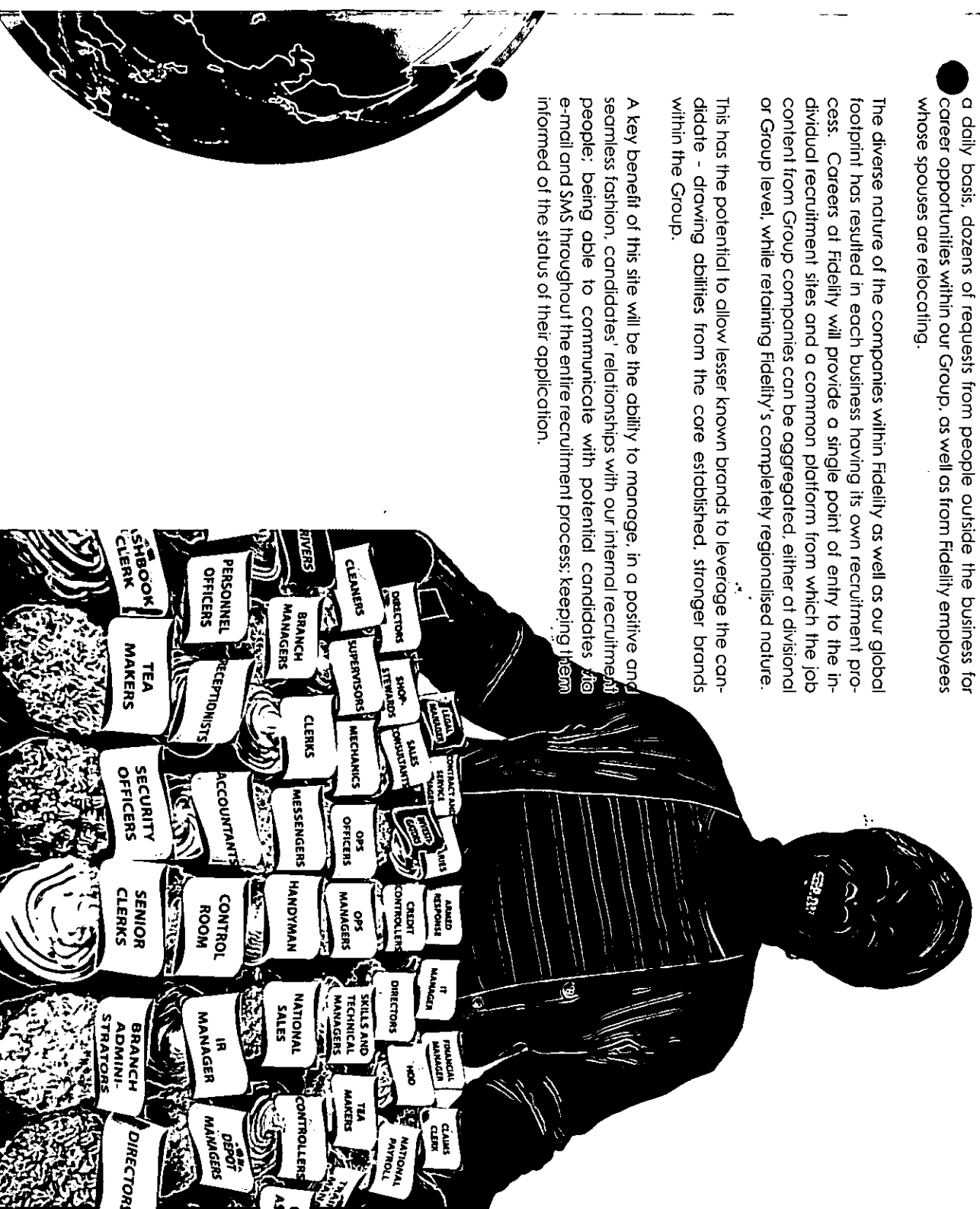
The reality is that people are ever evolving. They move to different geographical areas, their needs change and their desire to learn new skills and improve themselves increases. How do we retain the talent as well as offer our people a learning environment within which they can achieve and continue to grow and learn?

Besides the desire to retain in-house talent, we continue to receive, on a daily basis, dozens of requests from people outside the business for career opportunities within our Group, as well as from Fidelity employees whose spouses are relocating.

The diverse nature of the companies within Fidelity as well as our global footprint has resulted in each business having its own recruitment process. Careers at Fidelity will provide a single point of entry to the individual recruitment sites and a common platform from which the job content from Group companies can be aggregated, either at divisional or Group level, while retaining Fidelity's completely regionalised nature.

This has the potential to allow lesser known brands to leverage the candidate - drawing abilities from the core established, stronger brands within the Group.

A key benefit of this site will be the ability to manage, in a positive and seamless fashion, candidates' relationships with our internal recruitment people; being able to communicate with potential candidates via e-mail and SMS throughout the entire recruitment process, keeping them informed of the status of their application.





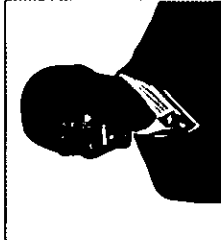
Firearms Legislation



Sexual Harassment



Manage HIV / Aids



Our Image



FIDELITY NATIONAL CONTROL  
CENTRE

# Control Room Infrastructure

## Monitoring

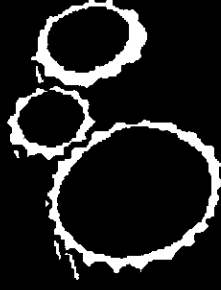
- Three (3) shifts (Rotation basis),
- Shift Manager with operators and Shift Seniors.

## Maintenance

- Maintenance manager & staff,
- Alarm testing,
- Fault reporting,
- Interaction with alarm panel.

## Administration

- General administration,
- Help Desk,
- IT Department.



# Intelligence Department

## Staff

- Intelligence Manager,
- Database administrator / Assistants,
- 1000+ Overt sources (Car guards, Vendors).

## Infrastructure

- Database,
- Counter-intelligence software,
- “Hot-spot” prediction,
- Contact with SAPS.

# Control & Audit

## Alarm Monitoring

- ☐ Audit trails on all alarm activations,
- ☐ Voice recordings on all telephone calls,
- ☐ General registers,
- ☐ Management Information Systems.

## Vehicle tracking

- ☐ Response vehicles fitted with tracking units,
- ☐ Audit trails on routes taken,
- ☐ Site visit verification.



# Response Infrastructure

## National “footprint”

- SAPS Response Nationally.
- FSSS branches throughout RSA.
  - ◆ 56 branches throughout RSA,
  - ◆ 2 branches in Swaziland.
- Contracted Response Companies nationally.
  - ◆ Response to Banks and Cash Depots.



## High-Risk Monitoring

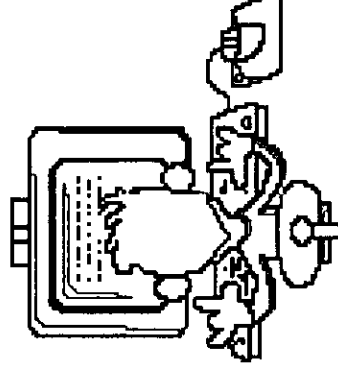
- Vehicle tracking done by satellite in remote areas,
- Remote vault opening,
- Remote Arming / disarming of sites,
- Off-site video monitoring (Cash depots & American Express).

# Alarm systems

*Execuguard* is a unique computer software package that has been developed by FBS to enable to receipt and interpretation of data messages (signals) from various alarm panels.

Currently, the following systems feed signals into Execuguard :-

- ☐ *Cosmos NT*
- ☐ *Cosmos Dos*
- ☐ *Cellsecure*
- ☐ *Auto Page*
- ☐ *DSC*
- ☐ *ALP4*
- ☐ *Maxsys*
- ☐ *FBI*





Time	Description	Client	Site	Panel Type	Workstation	Operator	Priority
19-Aug-2004 12:20:12	Panel 1	ABSA	KAREEDOUW	DO5	FRS8ANKING20	BERTIN	1
19-Aug-2004 12:20:13	Intruder / Alarm / Burglary	ABSA					
19-Aug-2004 12:20:14	Intruder / Alarm / Burglary	ABSA					
19-Aug-2004 12:20:15	Intruder / Alarm / Burglary	ABSA					
19-Aug-2004 12:15:25	Intruder / Alarm / Burglary	ABSA	TOWERS NORTH	MAX	FBS84CKUP	sa	1
19-Aug-2004 12:18:51	Seismic Alarm / Seismic fault /	Standard Bank	ATM N Foodworld Athlone	DEL	FBS84CKUP	sa	1
19-Aug-2004 12:21:45	Password Bypass	Standard Bank	STD ATM N SASOL FANOUJESFONNEIN	DEL	Alarm Management	STOMMY	1
19-Aug-2004 12:22:07	Intruder / Alarm / Burglary	ABSA	KING WILLIAMSTOWN METLIFE MALL 9789	DO5	FBS84CKUP	sa	1
19-Aug-2004 12:22:16	Intruder / Alarm / Burglary	Standard Bank	ATM Welner Park Shop 188	DEL	FBS84CKUP	sa	1
19-Aug-2004 12:22:50	Intruder / Alarm / Burglary	Standard Bank	ATM Jordene Centre Shelf Crossara	DEL	FBS84CKUP	sa	1
19-Aug-2004 12:14:27	Intruder / Alarm / Burglary	Standard Bank	ATM Soshanguye Spar	DEL	FBS84CKUP	sa	2
19-Aug-2004 12:14:37	Main failure	ABSA	DESPATCH	DO5	FBS84CKUP	sa	2
19-Aug-2004 12:15:35	Intruder / Alarm / Burglary	Standard Bank	ATM Shell Umatalec	DEL	FBS84CKUP	sa	2
19-Aug-2004 12:18:34	Intruder / Alarm / Burglary	Standard Bank	ATM Blue route 1 WC	DEL	FBS84CKUP	sa	2
19-Aug-2004 12:20:12	Temper	ABSA	VANDERWATER	DO5	FBS84CKUP	sa	2
19-Aug-2004 12:22:37	Intruder / Alarm / Burglary	ABSA	PE TECHNICON 9234	DO5	FBS84CKUP	sa	2
19-Aug-2004 12:23:04	Seismic Alarm / Seismic fault /	Standard Bank	ATM SAB Rosalyn	DEL	FBS84CKUP	sa	2
19-Aug-2004 12:23:33	Intruder / Alarm / Burglary	Standard Bank	ATM Methereng Aude E 1-7	DEL	FBS84CKUP	sa	2
19-Aug-2004 10:38:35	Main failure	First National Bank	FNB Cape Cash Point Greenpoint WITH 2 SERVICE	DEL	FBS84CKUP	sa	3
19-Aug-2004 11:47:37	Main failure	Standard Bank	ATM Fourways Gardens JHB	DEL	FBS84CKUP	sa	3
19-Aug-2004 22:38:57	Unknown Alarm Panel	ABSA	MUGENZA MESSINGH	DO5	FBS8ANKING09	Sheldan	4
19-Aug-2004 23:05:00	Intruder / Alarm / Burglary	ABSA			FBS8ANKING09	Bertin	5

### Alarm signals-

[illegible]

**-Status-**

Number of events on the stack

30

## History

**Alarm signal detail—**

### Serial Data

Signal Description

Zone Floor

### Module Description

Zone Location

Zone Description

Zone Position

## Equipment

**User guess logged in.**

19 Aug 2004 12:23:

Reports	Clients
Dispatch	ABSA
Event Handling	From Date Time 2004/08/17 12:27:48
Guard Request	To Date Time 2004/08/19 12:27:48
Guards Booked	
Inactive Alarms	Sites
Incomplete Data	All
Missing 24hr Tests	(MAKHADO) LOUIS TRICHARDT
No Comms	(MAKOPANE) POTGIETERSRU
Opening Closing	(POLOKWANE) HANS VAN RENSBURG
Overdue Alarms	1 MILITARY HOSPITAL 10415
Overdue Feed Back	105 EASTRAND MALL
Overdue Service Calls	149 MURCHISON STREET LADYSMITH
Pm Checks	15 MAXWELL STREET EMPANGENI
Received signals	
Received Signals Detail	Number of Signals 10
Saps Feed Back	Data Incomplete
Service Call Statistics	Stack
Site Changes	Minutes Overdue None
Site Detail	Fleet No
Site Event History	OBNumber
Site Event History Detail	
Site History	
Site History Summary	
Sites	
Site Visits	
SOP	
Systems Faulty	
Vehicle Visit Dispatch	

Close

Preview

Print

E-Mail

E-Mail Group

# ExecuGuard Reports

Maintenance Reports Intelligence Reports Portal

## Maintenance Report Cont.

Reports
24H Incident
Alarm Reroutes
Alarm Status
Alarm Test History
Armed Response Company
Auditlog
Branches Working Late
Calls Per Stack
Cancelled Items
Daily Report
Dispatch
Event Handling
Guard Request
Guards Booked
Inactive Alarms
Incomplete Data
Missing 24h Tests
No Comms
Opening Closing
Overactive Alarms
Overdue Feed Back
Overdue Service Calls
Pm Checks
Received signals
Received Signals Detail
Saps Feed Back
Service Call Statistics
Site Changes
Site Detail

Clients ABSA

From Date Time 2004/08/17 12:27:48

To Date Time 2004/08/19 12:27:48

Sites All

Site Status

Panel Type Alarm Status

Signal Type Entry Type

Alarm Type

Number of Signals 10

Data Incomplete

Stack

Minutes Overdue None

Fleet No

OB Number

Client Region All

Region All

Area

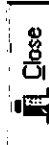
Suburb

Cluster All



E-Mail

E-Mail Group



Reports
AlarmTypeEquipment
AlarmTypes
Arrest
ClassificationTrends
Corrective Action
Counter Intelligence
EquipmentTrend
EventTrends
High Risk
HighRiskOIT
Incident
InformationReport
ModusOperandi
Muti
Reoccurring Incidents
ReportTrends
SuspiciousPerson
SuspiciousPersonHistory
SuspiciousPersonTrends
SuspiciousVehicle
SuspiciousVehicleHistory
SuspiciousVehicleTrends
WantedPersons

Clients ABSA

From Date Time 2004/08/17 12:27:48

To Date Time 2004/08/19 12:27:48

Sites All Time

Client Region All

Region All Risk

Area

Suburbs

Cluster All

Trend

Classification All

AlarmType Accidental activation

Vehicle Status Arm / Disarm

Registration ATM Physical Attack

Number of Incidents Attempted Armed Robbery

Connected to None

Subject

Preview

Print

E-Mail

E-Mail Group

Close

Refresh



## ExecuGuard Reports

## Maintenance Reports Intelligence Reports Portal

Reports	Clients	ABSA
AlarmTypeEquipment	From Date Time	2004/08/17 12:27:48
AlarmTypes	To Date Time	2004/08/19 12:27:48
Arrest	Sites	All
ClassificationTrends	Client Region	All
Corrective Action	Region	All Risk
Counter Intelligence	Area	
EquipmentTrend	Suburbs	
EventTrends	Cluster	All
High Risk	Trend	All
HighRiskQIT	Classification	All
Incident	AlarmType	Accidental activation
InformationReport	Vehicle Status	Arm / Disarm
ModusOperandi	Registration	Armed Robbery
Muti	Number of Incidents	ATM Physical Attack
Reoccurring Incidents	Connected to	Attempted Armed Robbery
ReportTrends	Subject	Attempted Bank Robbery
SuspiciousPerson		Attempted Burglary
SuspiciousPersonHistory		
SuspiciousPersonTrends		
SuspiciousVehicle		
SuspiciousVehicleHistory		
SuspiciousVehicleTrends		
WantedPersons		

Refresh

Preview

Print

E-Mail

E-Mail Group

Close

User guuss logged in. 19 Aug 2004 12:26:

FOURWAYS  
FOURWAYS 2  
FOURWAYS CROSSING 91238.9124

Search

History

Refresh

Close

Attribute Value

## Site Detail

General Information

Contacts

## General Information

Site Name \* : FROSTERLEY PARK ABSA BUS

Fidelity Client : ABSA

Code :

Controlling Code :

Site Status \* : Normal

ACB Code :

Cost Centre :

Site Open : 19 Nov 2003

Site Close : 31 Dec 2099

Outlet Type \* : Branch

SST Position : 0

ATM Type :

Facility Type : Branch

Business Area Name :

Business Area No :

Site Longitude : 0 Site Latitude : 0

## Site Details

Client Region \* : KwaZulu Natal

Address : 4 FROSTERLEY CRESCENT FROST

National Region : KwaZulu-Natal

City : LA LUCIA

Suburb :

Post Code : 4051

Cluster :

Postal Address :

Post Code :

Dialling Code : 031

Phone Number : 031 5608000/39

Fax Number : 031 5668605

## RSC Details

Name : Jacques Mynhart

Contact Number : 0824620004

Alternative Number :

Email : etienneb@absa.co.za

## Special Instructions

24hr GUARDS ON SITE PHONE CHUBB SEC

Phone Key Holders in this order

1. Chubb control room

2. Chubb Manager

3. Guard on site

4. Michele Eyles-Only phone with positive incident or problem

5. Vuyi Kaniiah-Only phone with positive incident or problem

File Management

Maintain Office Hours

X Cancel

OK

User guss logged in.

26 Aug 2004 12:24:

# **PROCEDURES AND CONFIGURATION FOR FIDELITY BANK SECURITY PRIMARY SITE AND DISASTER RECOVERY SITE**

**PREPARED BY** : MAURITZ DU TOIT  
**UPDATED BY** : GUS SUNDE / JACQUES BEKKER  
**DATE** : 23 JANUARY 2008  
**DOCUMENT No** : 0201-000021-603  
**ISSUE** : VERSION 3.1  
**To** : FIDELITY BANK SECURITY

## DOCUMENT APPROVAL SHEET

TITLE	PROCEDURES FOR DISASTER RECOVERY SITE
DOCUMENT NUMBER	0201-000021-603
CLASSIFICATION	RESTRICTED
SYNOPSIS	DR SITE PROCEDURES

PREPARED BY	DATE
INFOTECH: IT SPECIALIST	

APPROVED BY	DATE
INFOTECH: IT MANAGER	

APPROVED BY	DATE
FIDELITY: IT SPECIALIST	

APPROVED BY	DATE
FIDELITY: IT MANAGER	

DATE	23 JANUARY 2008
ISSUE	VERSION 3.1
KEY WORDS	DR, PRIMARY, DISASTER RECOVER, SITE

## DISTRIBUTION LIST

COPY	NAME	COMPANY
1	JOHAN STANDER	INFOTECH
2	JACQUES BEKKER	FIDELITY
3	INFOTECH CONFIGURATION	INFOTECH
4	JOHNNY DEMPSEY	FIDELITY
5	GUS SUNDE	FIDELITY

## REVISION SHEET

REVISION NUMBER	REVISION STATUS	DATE
DRAFT	CREATED NEW DOCUMENT	01 MARCH 2004
VERSION 1	UPDATED WITH CONFIGURATION INFO ON PRIMARY AND DR SITES.	22 APRIL 2004
VERSION 2	UPDATED WITH NEW PROCEDURES, CONTACT DETAILS AND ADDITIONAL INFORMATION AS GATHERED DURING FIRST USAGE OF DR SITE DURING MINOR DISASTER ON 9TH JUNE 2004.	22 JUNE 2004
VERSION 3	UPDATED PROCEDURES, CONFIGURATIONS AND CONTACT NUMBERS.	22 NOVEMBER 2006
VERSION 3.1	UPDATE CONTACT DETAILS	23 JANUARY 2007

## ABBREVIATIONS

ABBREVIATION	DESCRIPTION
FBS	FIDELITY BANK SECURITY
DRS	DISASTER RECOVERY SITE



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6.1.1 SERVERS	24	Deleted: 23
6.1.2 WORKSTATIONS	26	Deleted: 25
6.2 SOFTWARE CONFIGURATION	26	Deleted: 25
6.2.1 SERVERS	26	Deleted: 25
6.2.2 WORKSTATIONS	27	Deleted: 25
6.3 REGISTRY SETTINGS	27	Deleted: 26
	27	Deleted: 26

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- 6.3.2 EXECUGUARD SERVER
- 6.3.3 PORTAL SERVER
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- 6.3.5 EXECUFLEET SERVER
- 7 DR SITE DIAGRAM
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    - 7.1.1 SERVERS
    - 7.1.2 WORKSTATIONS
  - 7.2 SOFTWARE CONFIGURATION
    - 7.2.1 SERVERS
    - 7.2.2 WORKSTATIONS
  - 7.3 REGISTRY SETTINGS
    - 7.3.1 EXECUFLEET SERVER
    - 7.3.2 EXECUFLEET WORKSTATION
    - 7.3.3 EXECUGUARD WORKSTATION

27	Deleted: 26
36	Deleted: 35
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57	Deleted: 56
60	Deleted: 59
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62	Deleted: 61
62	Deleted: 61
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## EMERGENCY CONTACTS

ABSA RSC'S			
REGION	NAME	NUMBER	FAX
EASTERN & SOUTHERN CAPE	CHARLES BRITZ	082 462 0036	
WESTERN CAPE	TREVOR WILLIAMS	082 449 7019	
KZN	AVINESH PARBHODEEN	082 462 0004	
CENTRAL REGION	ERIC SCHROEDER	082 469 6663	
GAUTENG NORTH	ANNEMARIE DU PLESSIS	082 462 0009	
GAUTENG EAST	NORMAN VD SPUY	082 462 0007	
GAUTENG WEST			
GAUTENG SOUTH			
LIMPOPO	MANOKO TLHATLA	082 770 0519	
MPUMALANGA	ETIENNE BONGERS	082 469 6661	
NORTHERN WEST			
	WENTZEL JOUBERT	082 462 0003	
DATE : 22-11-2006			
ABSA MOBILE ATM CONTACTS			
	STEPHANIE RHEEDER	082 553 6773	
ABSA MOBILE	MICHELLE ROBINS	072 822 3456	
ALL PAY EAST LONDON- SV VEHICLES			
FSS East London	Susan	049 726 7096	
Senior in Control			
INFOTECH EMERGENCY			
INFOTECH	RUDI DE WAARD	083 661 8721	
INFOTECH	JOHAN STANDER	082 458 0542	

TABLE 1 EMERGENCY CONTACTS

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# 1 SCOPE

## 1.1 IDENTIFICATION

THIS DOCUMENT'S PURPOSE IS TO DESCRIBE THE CONFIGURATION OF BOTH THE PRIMARY AND DISASTER RECOVERY SITES, THE BACKUP PROCEDURES FOR THE PRIMARY SITE AND EMERGENCY PROCEDURES SHOULD ANY OF A NUMBER OF EVENTUALITIES OCCUR ON THE PRIMARY SITE. IT ALSO DESCRIBES TEST PROCEDURES TO BE CARRIED OUT TO ENSURE ALLTIME AVAILABILITY OF THE DR SITE. IN ESSENCE, THIS DOCUMENT SERVES AS A COMPLETE REFERENCE FOR IT PERSONNEL, WHETHER AT THE PRIMARY BANKING SITE OR THE DISASTER RECOVERY SITE.

## 1.2 DOCUMENT OVERVIEW

THE FIRST ITEM COVERED IN THE DOCUMENT IS THE PROCEDURES TO BE FOLLOWED IN CASE OF A WORST CASE SCENARIO WHERE ALL OPERATIONS NEED TO BE MOVED TO THE DR SITE WITH MINIMUM LOSS OF DATA AND MONITORING TIME. SECONDLY PROCEDURES FOLLOWS FOR CASES WHERE MAIN DATA FEEDS ARE LOST TO THE PRIMARY SITE. THE DOCUMENT THEN COVERS TEST AND ROUTINE PROCEDURES FOLLOWED ON A DAILY, WEEKLY AND MONTHLY BASIS AT THE PRIMARY SITE, AS WELL AS THE DR SITE. FINALLY THE DOCUMENT COVERS EXACT CONFIGURATIONS AT THE PRIMARY AND DR SITES SO THAT IN CASE OF EMERGENCY, ANY KNOWLEDGABLE IT PERSON WOULD BE IN A POSITION TO RECONFIGURE HARDWARE AND SOFTWARE TO ENSURE CONTINUED MONITORING OF BANK ALARMS.

## 2 PROCEDURE FOR MAJOR DISASTER

THIS PROCEDURE APPLIES TO THE SCENARIO WHERE A MAJOR DISASTER HAPPENS AT THE PRIMARY CONTROL ROOM AND COMPLETE HANDOVER TO THE DR SITE IS REQUIRED.

### SYSTEMS AFFECTED

- ALL

### TYPICAL DISASTERS

- BOMB THREAT
- EXPLOSION
- FIRE
- TOTAL SYSTEM FAILURE DUE TO VIRUS, NETWORK FAILURE

#### 1 ESCALATE THE SITUATION TO THE CONTROL ROOM MANAGEMENT

CONTACT	CONTACT No 1	CONTACT No 2
JOHNNY DEMPSEY	082 901 0589	
GUS SUNDE	082 497 7915	011 815 1352
WAHL BARTMANN	083 703 6226	011 709 8005
WICKUS PAIN	084 261 3111	082 901 0580

TABLE 2 CONTROL ROOM MANAGEMENT CONTACT LIST

#### 2 ESCALATE THE SITUATION TO THE FBS IT DEPARTMENT

CONTACT	CONTACT No 1	CONTACT No 2
JACQUES BEKKER	083 390 2030	083 267 9840
Jaques Edwards	073 905 7480	082 901 0580

TABLE 3 FBS IT CONTACT LIST

#### 3 NOTIFY INFOTECH DR SITE STANDBY PERSONNEL OF SWITCHOVER

CONTACT	CONTACT No 1	CONTACT No 2
FRANCOIS SWANEPOEL	072 820 4156	
RUDI DE WAARD	083 661 8721	
JOHAN STANDER	012 483 8623	082 458 0452

TABLE 4 INFOTECH DR SITE STANDBY CONTACT LIST

- 4 ALL THE FBS REACTION AREA MANAGERS SHOULD BE INFORMED AND BE AVAILABLE TO TRANSPORT THE OPERATORS FROM THE FSSS HEAD OFFICE IN BRYANSTON TO INFOTECH IN PRETORIA.

CONTACT	CONTACT No 1	CONTACT No 2
WIETZ KRUGER	072 175 6419	
AWIE KROON	083 410 2426	
CHRIS WELMAN	083 410 2526	
NIGHT SHIFT MANAGER	083 410 2826	

TABLE 5 FBS REACTION AREA MANAGERS CONTACT LIST

- 5 ALL THE REACTION VEHICLES ON THE ROAD MUST BE NOTIFIED OF THE SITUATION AND THEY SHOULD USE THE ALTERNATIVE COMMUNICATION SYSTEM. (CELL PHONES)
- 6 THE REACTION VEHICLES "ON THE ROAD" MUST BE AVAILABLE TO TRANSPORT THE OPERATORS IF NO OTHER ARRANGEMENT CAN BE MADE.
- 7 ADDITIONAL CONTROLLERS MUST BE CONTACTED AND FETCHED AT THEIR HOME ADDRESSES AND TAKEN TO THE DISASTER RECOVERY SITE.
- 8 THOSE VEHICLES THAT ARE NOT USED FOR TRANSPORTING STAFF, MUST PATROL THE BANKS AND ENSURE THEIR SECURITY AS FAR AS POSSIBLE WHILE THE SYSTEM IS DOWN.
- 9 ALL INCIDENTS THAT THESE VEHICLE STAFF ENCOUNTER MUST BE ESCALATED TO THE SAPS DIRECTLY. RECORD MUST BE KEPT BY THE SENIOR ON THE VEHICLE AND REPORTED TO THE SHIFT MANAGER WHEN THE DR SITE IS OPERATIONAL.
- 10 ALL THE FBS CLIENTS MUST BE INFORMED OF THE SITUATION:
- 11 ALL PARTIES MUST BE NOTIFIED WHEN THE OPERATIONS COMMENCE.

**11.1 ABSA**

CONTACT	CONTACT No 1	CONTACT No 2
MARIETTE BARENDS	082 491 0945	
KOBUS FAASEN	082 771 2160	
LOUIS NAGEL	082 458 7974	
RSC'S PER ABSA REGION		

TABLE 6 ABSA CONTACT LIST

**11.2 SBSA**

CONTACT	CONTACT No 1	CONTACT No 2
DEON DU TOIT	083 463 3567	
SBSA STANDBY	083 376 5379	

TABLE 7 SBSA CONTACT LIST

**11.3 FNB**

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CONTACT	CONTACT No 1	CONTACT No 2
---------	--------------	--------------



MERVYN NAIDU	082 562 2325	
SAKINA KANENGEYA	083 534 8040	
AREA SECURITY MANAGERS		

TABLE 8 FNB CONTACT LIST

**11.4 CPS**

CONTACT	CONTACT No 1	CONTACT No 2
NANDA PILLAY	082 380 2140	
JANETTE	011 343 2120	

TABLE 9 CPS CONTACT LIST

**11.5 AMEX**

CONTACT	CONTACT No 1	CONTACT No 2
JONATHAN MICHELETTI	083 326 0985	

TABLE 10 AMEX CONTACT LIST

12 THE CONTROL ROOM CELL PHONE MUST BE FULLY CHARGED AND USED TO ESCALATE THE EMERGENCY.

CONTACT	CONTACT No 1	CONTACT No 2
CONTROL ROOM	083 557 9548	

TABLE 11 CONTROL ROOM CONTACT LIST

### 3 PROCEDURE FOR MINOR DISASTER

#### 3.1 LINK FAILURE TO VODACOM OR MTN AT PRIMARY SITE

##### SYSTEMS AFFECTED

- CELLSECURE
- AP4
- ALT
- BENTEL

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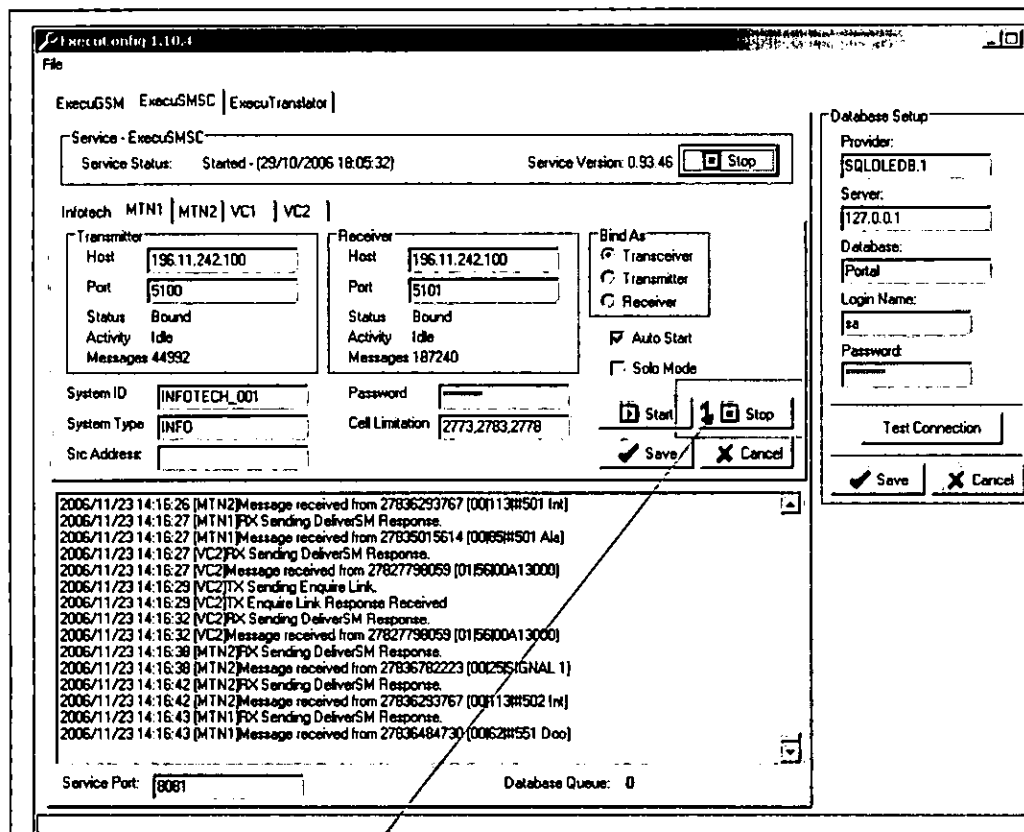
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Script Font: Bold, Small caps

FIGURE 1 EXECUSMSC - STOP

1. AT PRIMARY SITE, STOP EXECUSMSC RUNNING ON **FBSPORTAL** CONNECTED TO VODACOM AND MTN (MTN1, MTN2, VC1 AND VC2).

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EXECUSMSC 1.10.4

File

Service - EXECUSMSC

Service Status: Started - (23/10/2006 18:05:32) Service Version: 0.93.46 [Stop]

Infotech | MTN1 | MTN2 | VC1 | VC2

Transmitter

Host: 66.8.37.70

Port: 2000

Status: Destroyed

Activity: Idle

Messages: 0

Receiver

Host: 66.8.37.70

Port: 2000

Status: Destroyed

Activity: Idle

Messages: 0

Bind As:

☒ Transceiver

☐ Transmitter

☐ Receiver

☐ Auto Start

☒ Solo Mode

System ID: Fid\_003

System Type: Info

Sic Address:

Password: [REDACTED]

Cell Limitation:

2 [Start] [Stop]

[Save] [Cancel]

Database Setup

Provider: SQLLEDB.1

Server: 127.0.0.1

Database: Portal

Login Name: sa

Password: [REDACTED]

Test Connection

[Save] [Cancel]

Log:

2006/11/23 11:00:27 [MTN2] Message received from 27832774309 [0046]#553 Ala

2006/11/23 11:00:28 [VC1] RX Sending DeliverSM Response.

2006/11/23 11:00:28 [VC1] Message received from 27825674263 [015600A13000]

2006/11/23 11:00:28 [VC2] RX Sending DeliverSM Response.

2006/11/23 11:00:28 [VC2] Message received from 27827759053 [015600A13000]

2006/11/23 11:00:29 [VC1] RX Sending DeliverSM Response.

2006/11/23 11:00:29 [VC1] Message received from 27827759262 [014701A14000]

2006/11/23 11:00:30 [VC1] RX Sending DeliverSM Response.

2006/11/23 11:00:30 [VC1] Message received from 27824101262 [015600A18000]

2006/11/23 11:00:31 [VC2] RX Sending DeliverSM Response.

2006/11/23 11:00:31 [VC2] Message received from 27827757695 [015600A15000]

2006/11/23 11:00:32 [VC2] RX Sending DeliverSM Response.

2006/11/23 11:00:32 [VC2] Message received from 27825674263 [015600A15000]

2006/11/23 11:00:32 [MTN1] RX Sending DeliverSM Response.

2006/11/23 11:00:32 [MTN1] Message received from 27836263153 [0077]#553 Ala

Service Port: 8081

Database Queue: 0

FIGURE 2 EXECUSMSC START INFOTECH CONNECTION

2. AT THE PRIMARY SITE, START EXECUSMSC CONNECTION ON **FBS** PORTAL TO INFOTECH  
NOTIFY THE CONTACTS THAT THE PRIMARY LINK IS DOWN.

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CONTACT	CONTACT No 1	CONTACT No 2
FRANCOIS SWANEPOEL	072 820 4156	
RUDI DE WAARD	083 661 8721	
JOHAN STANDER	012 483 8623	082 458 0452

TABLE 12 INFOTECH CONTACT LIST

FIGURE 3 SMSGATEWAY START

3. AT DR SITE, START THE SMSGATEWAY CONNECTIONS TO VODACOM AND MTN (FRS VODACOM 1, FRSVODACOM2, FRSMNTN1 AND FRSMNTN2) ON THE **PORTALSERVER**.
4. VERIFY THAT ALARMSIGNAL DATA IS RECEIVED AT PRIMARY SITE.

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### 3.2 LINK FAILURE BETWEEN PRIMARY AND DR SITE

#### SYSTEMS AFFECTED

- EXECUFLEET PRIMARY SITE
  1. AT PRIMARY SITE, RECONFIGURE EXECUSMSC ON **FBSExf** TO CONNECT TO INFOTECH PORTAL VIA INTERNET.
  2. VERIFY THAT EXECUFLEET DATA IS UPDATED.
- EXECUFLEET DR SITE
  1. AT PRIMARY SITE, START EXECUSMSC ON **EXECUFLEETSERVER** TO CONNECT TO INFOTECH PORTAL TO FIDELITY MTN AND VODACOM NUMBERS VIA INTERNET.
  2. Verify that Execufleet data is updated.

### 3.3 DAILY

#### 3.3.1 PRIMARY SITE

##### 3.3.1.1 Backup Procedures

- THE BACKUPS CONSISTS OF A DISK AND A TAPE BACKUP.
- BACKUPS ARE STORED ON \\FBSBACK.
- EVERY NIGHT (FROM 17:30 – 19:00) AUTOMATIC BACKUPS OF THE DATABASES ARE MADE USING SQL SERVER AGENT AND IS THEN STORED ON THE LOCAL SERVER.
- THESE DATABASES ARE:

##### 3.3.1.2 FBSBACKUP

- COSMOSDB
- GUARDDDB
- POLLDB
- RAWDB
- THE FOLDER EXGDATA IS ALSO BACKED UP.

##### 3.3.1.3 FBSEXF

- EXECUFLEET
- RAWDB

##### 3.3.1.4 FBSPORTAL

- PORTAL

THESE BACKUPS ARE AUTOMATICALLY TRANSFERRED TO \\FBSBACK AS THE FIRST SET OF BACKUPS VIA A BATCH FILE AT 19:00. THE BATCH FILES ARE LOCATED ON D:\BACKUP ON EACH OF THESE SERVERS.

- \\FBSBACKUP
- \\FBSEXF
- \\FBSPORTAL

##### 3.3.1.5 CELLSECURE

BACKUPS ARE AUTOMATICALLY COPIED VIA A BATCH FILE AT 21:00 TO \\FBSBACK (D:\BACKUP\CELLSECURE). UNDER THIS DIRECTORY THE FNB DATABASE LOCATED ON \\FRSCCELLSECURE01 (C:\CELLBASE\CELLSECURE.MDB) IS COPIED TO FNB. THE STB DATABASE IS LOCATED ON \\FRSBANKING09 (C:\CELLBASE\CELLSECURE.MDB) AND IS COPIED TO STD.

THE BATCH FILES ARE LOCATED ON \\FBSBACK (D:\BACKUP).

### 3.3.1.6 DLS

DLS IS LOCATED ON \\FRSSRV01 (C:\DLS3). BACKUPS ARE AUTOMATICALLY COPIED AT 05:30 VIA A BATCH FILE TO \\FBSBACK (D:\BACKUP\DLS).

THE BATCH FILE IS LOCATED ON \\FBSBACK (D:\BACKUP).

### 3.3.1.7 COSMOS

COSMOS BACKUPS ARE RUN THREE TIMES A WEEK BY SELECTING COSBACKUP.EXE FROM THE COSMOS 2 FOLDER ON THE DESKTOP. SELECT ALL THE CHECK BOXES TO BACKUP CONFIG AND LOGGING FILES AND CLICK ON "BACKUP". THE BACKUP PROCESS TAKES ABOUT 5 HOURS.

THE BACKUPS ARE AUTOMATICALLY COPIED FROM \\FBSCOSMOS (C:\PROGRAM FILES\COS2\COSCONFIG) TO \\FBSBACK (D:\BACKUP\COSMOS) AT 06:00.

### 3.3.1.8 MAIL BOXES

MAIL BOX BACKUPS ARE BACKED UP EVERY DAY FROM \\FBMAIL01 USING NTBACKUP. THE SCHEDULED TASK RUNS EVERYDAY AT 05:00 AM AND IS COPIED TO \\FBSBACK (BACKUP\MAIL).

### 3.3.1.9 TAPE BACKUP

ONCE ALL THE BACKUPS HAVE BEEN MADE, THE ENTIRE D:\BACKUP FOLDER ON \\FBSBACK ARE BACKED UP USING MICROSOFT BACKUP MANAGER ON TAPES (MONDAY, TUESDAY, WEDNESDAY, THURSDAY AND FRIDAY). THE TAPE BACKUP IS A MANUAL PROCESS AND SHALL BE STORED IN THE IS DEPARTMENT. THE KEYS FOR THE PREMISES WHERE THE TAPES ARE STORED ARE AVAILABLE FROM GRAHAM KOLM IN THE IS DEPARTMENT.

## 3.3.2 DR Site

- ANTIVIRUS SCANNING OF SERVERS AND WORKSTATIONS

## 3.4 WEEKLY

### 3.4.1 PRIMARY SITE

### 3.4.2 DR SITE

1. CHECK IF CONNECTION TO THE PORTAL FOR EXECUFLEET AND EXECUGUARD SERVER EXISTS BY CHECKING EXECUSMSC STATUS.
2. CHECK IF EXECUFLEET AND EXECUGUARD SOFTWARE ON SERVERS IS RUNNING.
3. CHECK IF EXECUFLEET AND EXECUGUARD SOFTWARE ON WORKSTATIONS IS OPERATIONAL.
4. TEST WORKSTATION'S DATABASE CONNECTIONS TO THE SERVERS .
5. RUN WINDOWS SECURITY PATCHES ON WORKSTATIONS AND SERVERS

### 3.5 MONTHLY

#### 3.5.1 PRIMARY SITE

#### 3.5.2 DR SITE

##### a. SIMULATE FAILED LINK TEST

- i. AT PRIMARY SITE, STOP EXECUSMSC RUNNING ON **FBSPORTAL** CONNECTED TO VODACOM AND MTN.
- ii. AT PRIMARY SITE, START EXECUSMSC CONNECTION ON **FBSPORTAL** TO INFOTECH
- iii. NOTIFY THE CONTACTS THAT THE PRIMARY LINK IS DOWN.

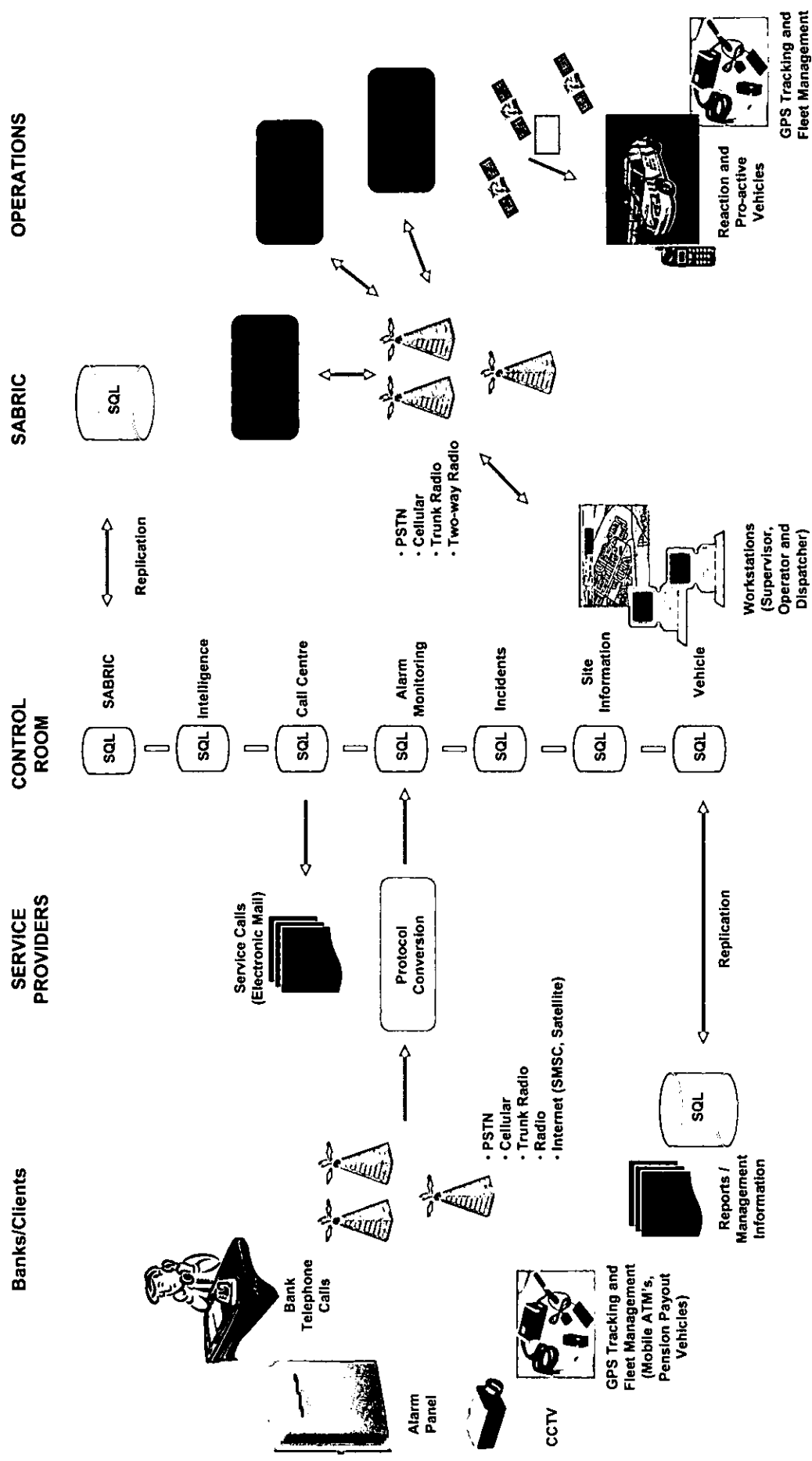
CONTACT	CONTACT NO 1	CONTACT NO 2
FRANCOIS SWANEPOEL	072 820 4156	
RUDI DE WAARD	083 661 8721	
JOHAN STANDER	012 483 8623	082 458 0452

TABLE 13 INFOTECH CONTACT LIST

- iv. AT THE DR SITE, START THE EXECUSMSC CONNECTION TO VODACOM AND MTN ON **PORTALSERVER**.
- v. VERIFY THAT ALARMSIGNAL DATA IS RECEIVED AT PRIMARY SITE.

##### b. MAINTENANCE CHECKS EXECUFLEET AND EXECUGUARD DATABASES ON SERVERS.

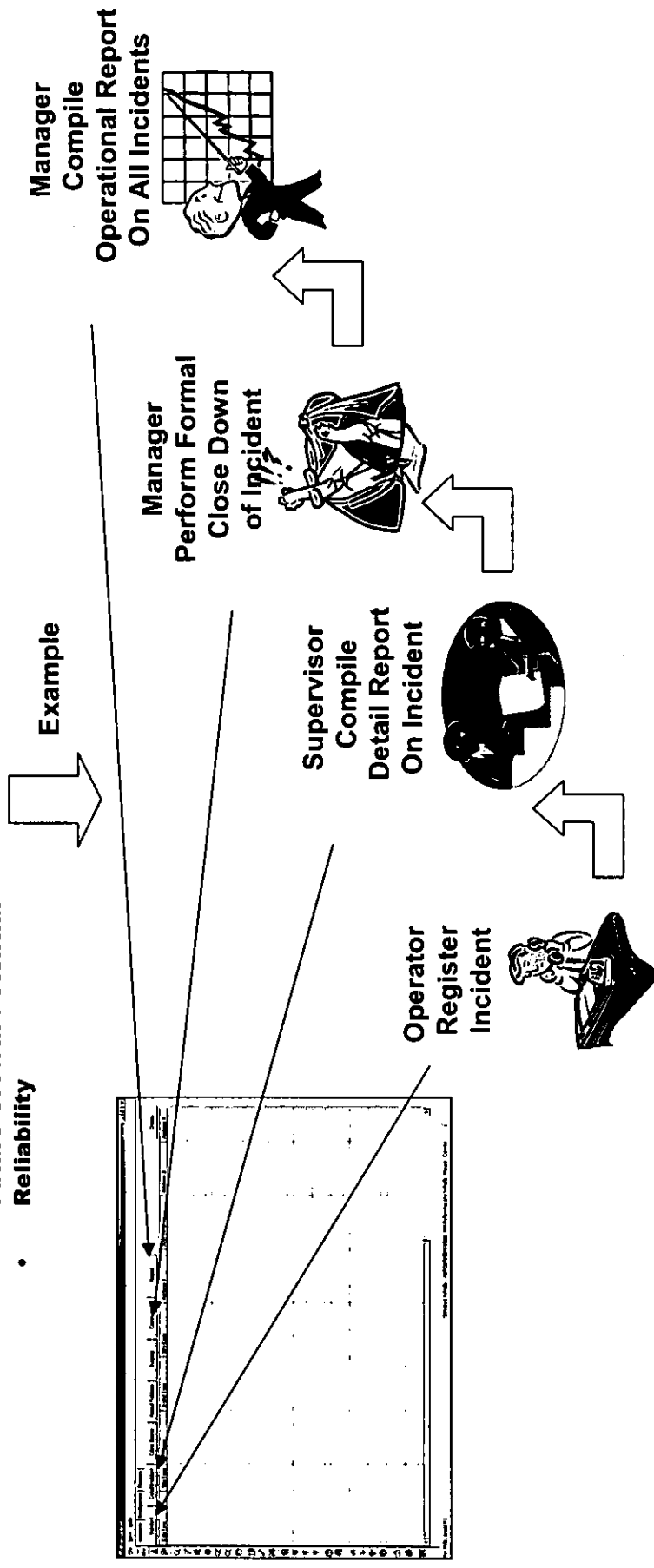
# Overall (Data Warehouse) Concept





# Operational Principals/Design Goals

- User Friendliness
- Standardization (Hardware/software)
- Based on Commercial Of The Shelf (COTS) Software (Where Possible)
- Procedural Driven (SOP's)
- Logical Escalation of Management/Control/Reporting to Delegated Authority
- Audit Trail
- Ease of Distribution of Information for MIS/Backup/Archiving
- Automation Where Possible
- Paperless System (As Far As Possible)
- Future Growth Potential
- Reliability

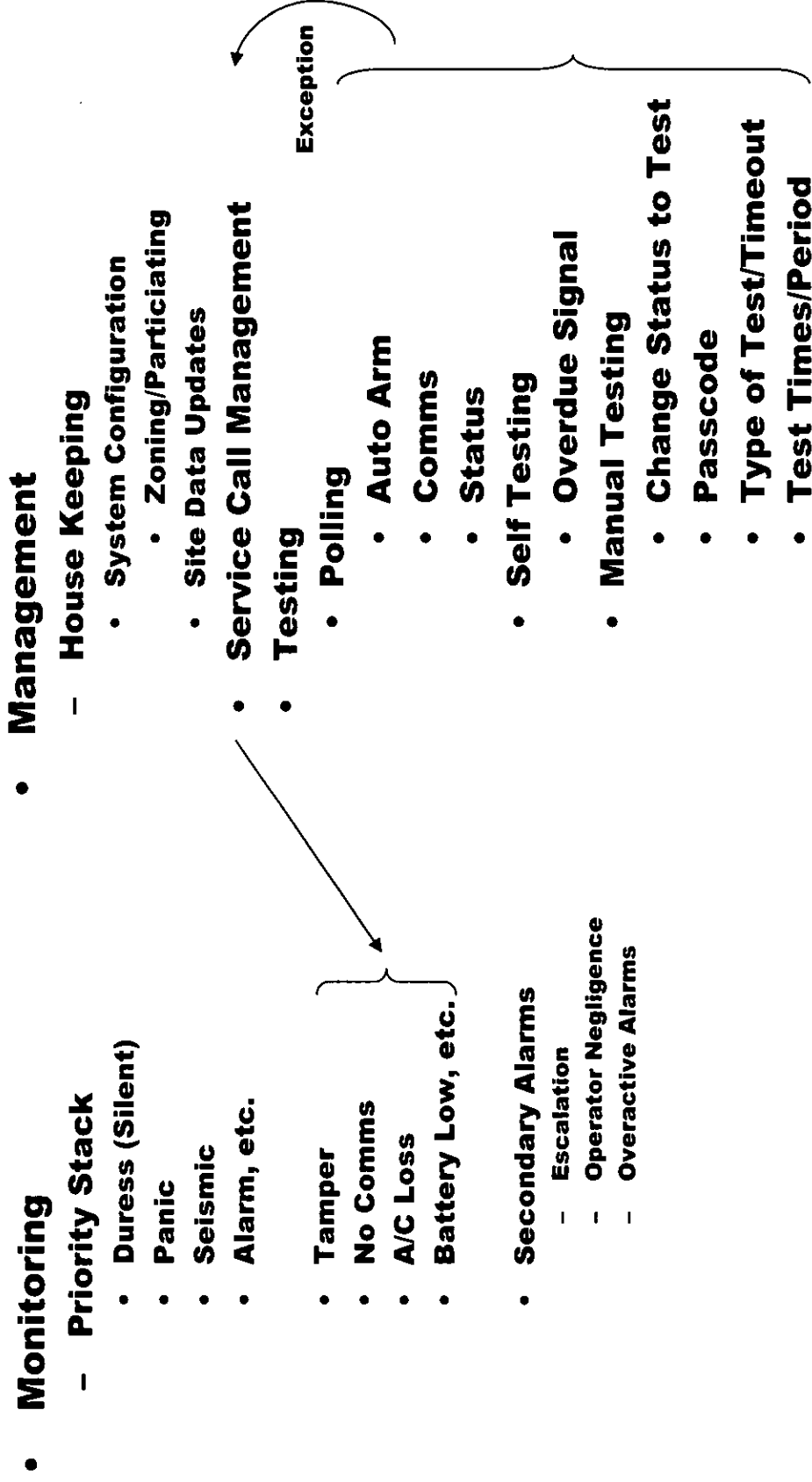


# **Main Functions**

**The System Supports The Following Main Functions:**

- **Alarm Monitoring**
- **Alarm Management**
  - **House Keeping**
  - **Testing**
  - **Service Management (Call Centre)**
- **Despatch**
- **Intelligence**
- **Operations**

# Alarm Monitoring/Management



# Despatch

SOP Process



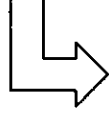
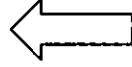
Human Intervention

Electronic Notification/  
Complete Stack Info

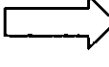
**Positive Incident**      **Negative Incident**

• Manager Incident Report      • Manager Sign-off

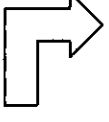
• Escalation



**FNB**



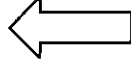
**ABSA**



**Standard**

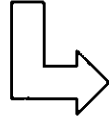
**Dispatcher Manual**

**OB Proforma Capturing**

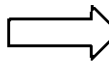


**Feedback**

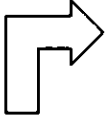
**SOP Driven/Manual Despatch**



**FBS Ops  
Electronic  
Notification**



**Outsource**

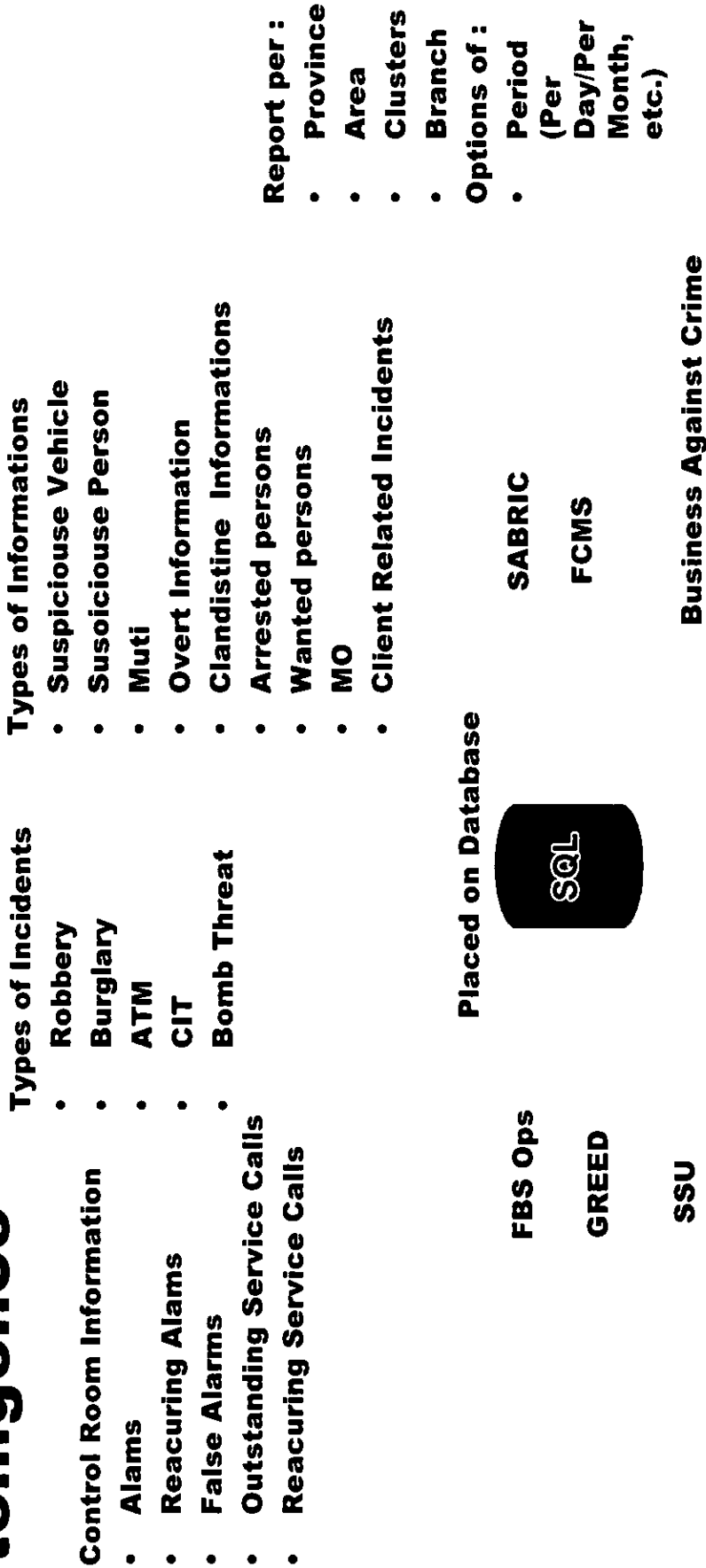


**SAPS**



**Timeout**

# Intelligence

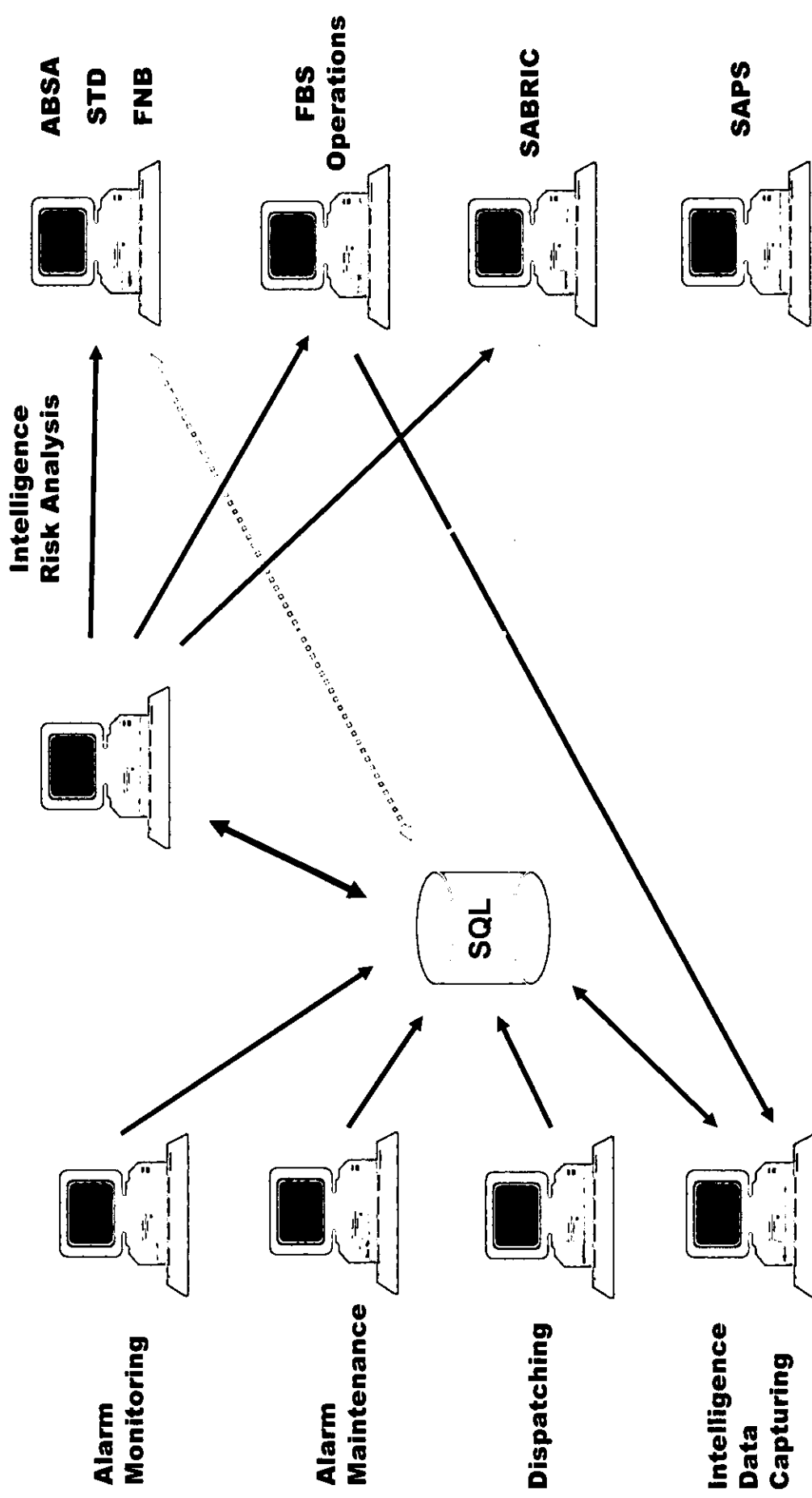


**Escalate/Notify**

MIS

**Alarm Monitoring**

# Intelligence Information Flow



# Intelligence MIS

- Suspicious Vehicles Report
- Suspicious Persons Report
- Arrest Report
  - Fraud
  - Other
- Information Report
- Wanted Persons
- Bomb Threat
- Incident Report
  - Banks/Clients
  - Clients
  - CIT
- Source Information Report
- Trends
- Reoccurring Incidents
- MO's
- High Risk Reports ('Hot Spots')

- Operational Report
- Month end Report
- Weekly Report
- Analysis

# Management Information

## Maintenance

- **Recurring Fault Report**
  - Per Place/Time Frames
- **FSP Efficiency Report**
  - Number of Callouts
  - Statistics on Deliverables
- **Testing Report**
  - Type/Day/Week Equal to
  - Control Room Floor Activity

## Monitoring

- **Alarm Reports**
- **Trends (KPI)**
- **Operator Efficiency**
- **User Errors**
  - Reoccurring Alarms
  - Overactive Alarms
- **Data Integrity (Monthly Review)**
  - Site Data
  - System Info

## Despatching

- **Operational**
  - Outstanding Feedback Report
  - Response Times
  - Number of Despatches
- **Vehicle Management**
  - Distance Traveled
  - Fuel Usage
  - Driver Exceptions

## Intelligence

- Suspicious Vehicles Report**
- **Suspicious Persons Report**
- **Arrest Report**
  - Fraud
  - Other
- **Information Report**
- **Bomb Threat**
- **Incident Report**
  - Banks/Clients
  - Clients
  - CIT
- **Source Information Report**
- **Trends**
- **Reoccurring Incidents**
- **MO's**
- **High Risk Reports ('Hot Spots')**

## Operations

- Site Visits**
- **Subcontractor Responses**
- **Successes**
- **Branch Opening/Closing**
- **Response on High Risk Sites**
- **Problems/Exceptions**

## General

- All Reports Must Be Able To be Generated Against the Following Criteria:**
  - Province
  - Area
  - Cluster
  - Branch
- Option:**
  - Period (e.g. Per Day, Month, etc)



# **Back Office Integration – Comms Situation**

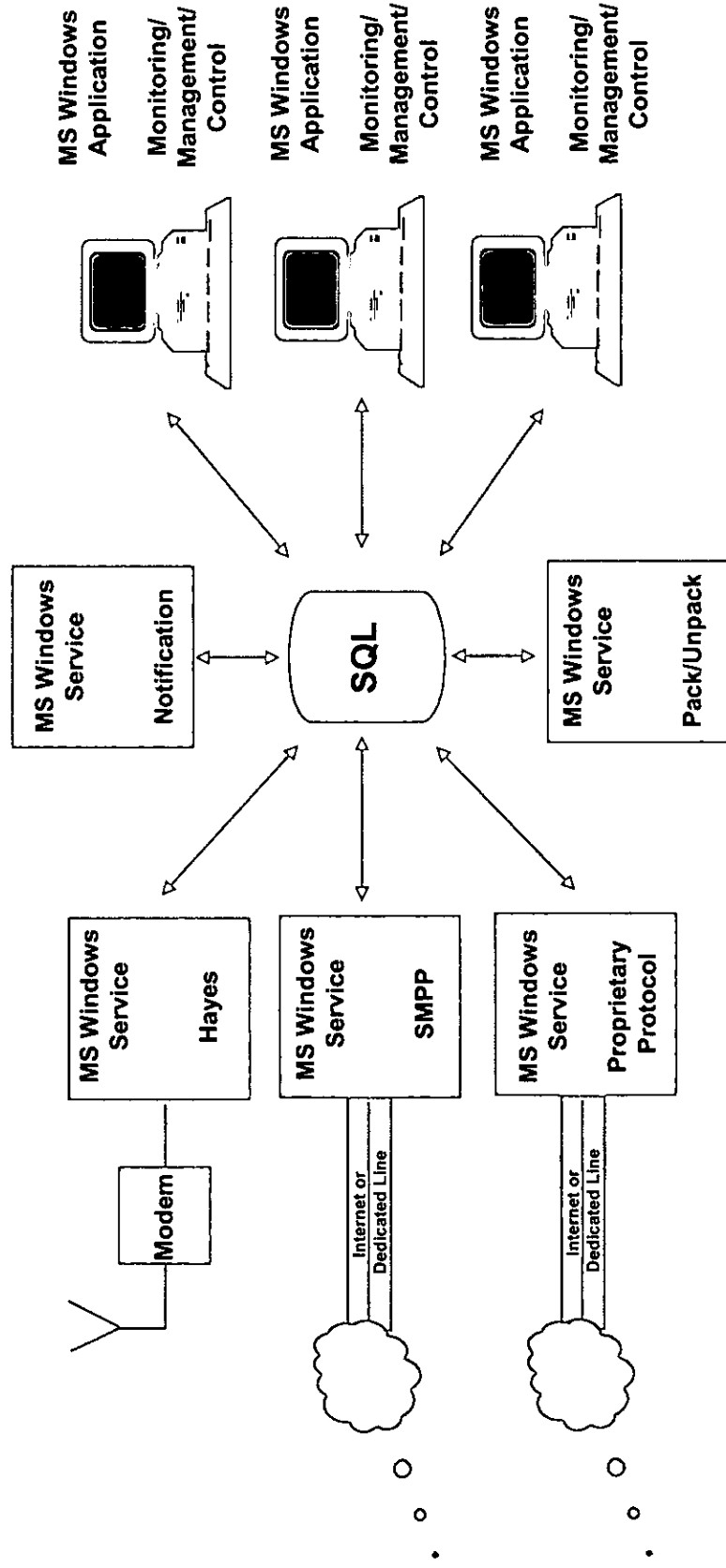
- **PSTN**
  - **Cosmos Alarms**
  - **FBI Alarms**
  - **Maxsys Alarms**
  - **Other (RDC Dial-up) Alarms**
  - **Incident Management and General Voice Communication**
- **Cellular**
  - **Cellsecure Alarms**
  - **AP4 Alarms**
  - **ExecuFleet Vehicle Tracking/Fleet Management**
- **Paging**
  - **AutoPage**
- **Trunk Radio**
  - **Vehicle Dispatching/Reporting**
  - **Alternative Communication for Alarms?**
- **Satellite**
  - **ExecuSat Remote Lock Management (Pension Payout Vehicles)**

# **Back Office Integration – Comms Solution**

- **PSTN**
  - **Cosmos Alarms (Integrate to Existing Cosmos Control System)**
  - **FBI Alarms (Monitored on Execuguard Software)**
  - **Maxsys Alarms (Monitored on Execuguard Software)**
  - **Other (RDC Dial-up) Alarms (Monitored on Execuguard Software)**
  - **Incident Management and General Voice Communication (Future Computer-Telephone Integration?)**
- **Cellular**
  - **Cellsecure Alarms (Integrate to MTN SMSC with Modem Backup)**
  - **AP4 Alarms (Integrate to Vodacom SMSC with Modem Backup)**
  - **ExecuFleet Vehicle Tracking/Fleet Management (Share MTN SMSC link with Modem Backup)**
- **Paging**
  - **AutoPage (To be phased out)**
- **Trunk Radio**
  - **Vehicle Dispatching/Reporting**
  - **Alternative Communication for Alarms.**
- **Satellite**
  - **ExecuSat Remote Lock Management (Integrate with StarTrack Packet Processor in Australia)**

# IT End-To-End Solution

- **Information Technology**
  - **MS Windows Services to Send/Receive Raw Data using Standard SMPP (SMSC), Hayes (Modem) or Proprietary Protocols (StarTrack)**
  - **MS Windows Services to Pack/UnPack Vendor Specific Information**
  - **MS Windows Services for Automatic Notifications**
  - **Configuration Panel for MS Windows Services**
  - **Modular Concept Allow Workload Distribution Over Different Hardware Platforms**



*FIDELITY*

NATIONAL OPERATION CENTRE

# SANDTON CITY EVALUATION

The shopping centre was visited during the course of the past week to conduct a pre-assess of the current :-

- Control Room operations,
- Personnel,
- Examined the administration systems,
- Levels of training, &
- Crime control measures.

## Current Status

- Compilation of a Skills Matrix to assess competency gaps,
- Compilation of draft job descriptions for security staff,
- Compilation of draft Standard Operating Procedures.

# INTRODUCTION

Committee comprising of individuals with specific skills and experience with the mandate to manage client risk by means of a "multi service coordination" approach.

## Management Committee

Johnny Dempsey; Chairperson

Gus Sunde; Operations Coordinator.

Willie Thorpe; Skills Development & Compliance Coordinator.

Riaan Crafford; Intelligence Coordinator,

Justin Scott; IT and Systems Coordinator.

## Support Infrastructure

Investigations / Undercover Agent Coordination; Johan vd Schyff  
Operations Support Services: Wickus Pain and Wietz Kruger

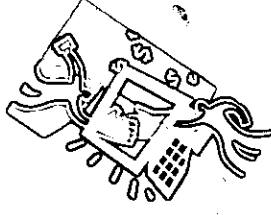
Call Centre Liaison: 4 members

IT and Systems Support; Jacques Bekker

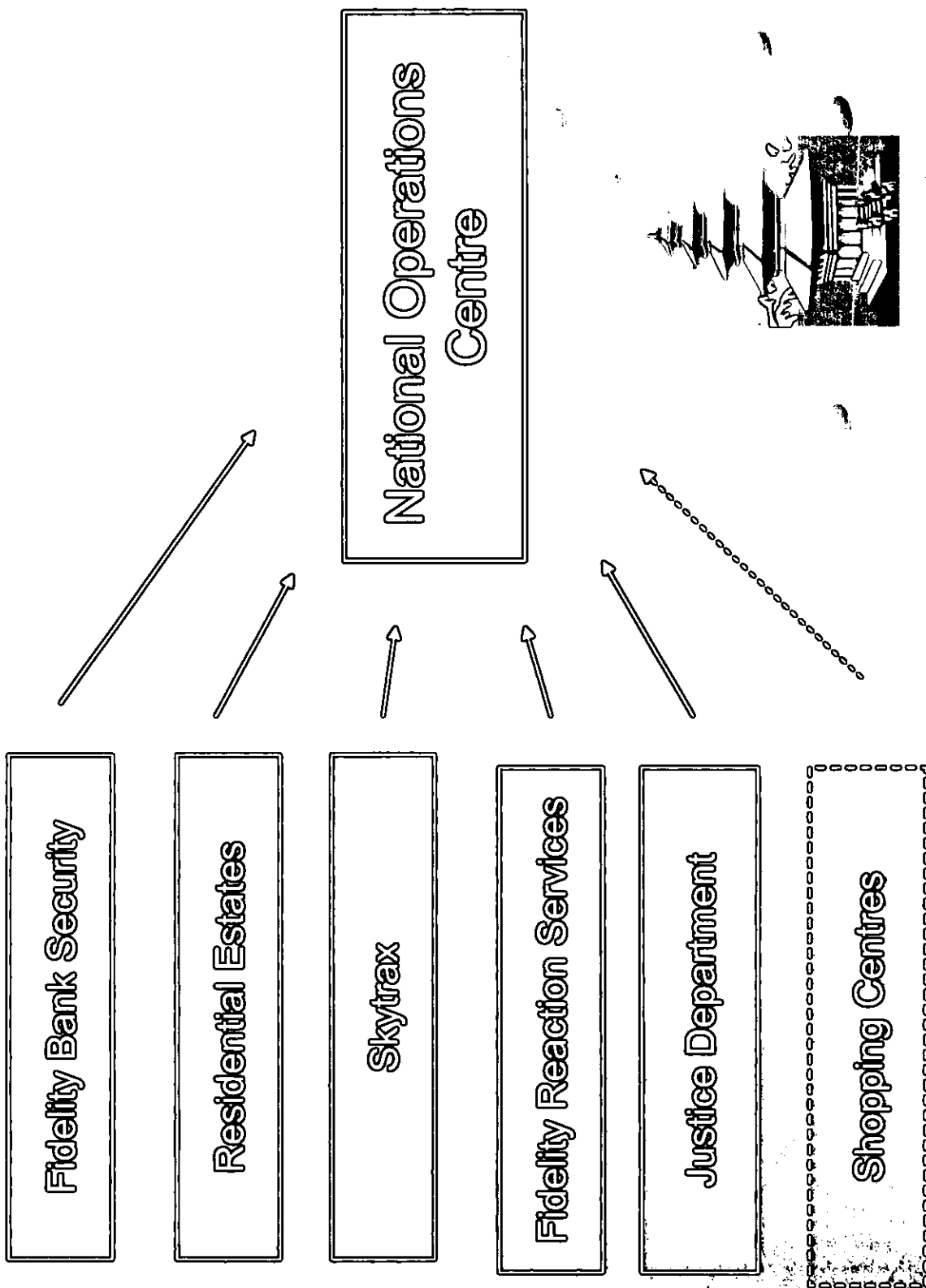
Fidelity Training Centre

## Central Database

- Customized computer software: Execuguard
- Multiple source input,
- Existing intelligence history,
- Search capabilities,
- SMS and e-mail escalation capabilities,
- System generated reports / practical information,
- Sharing of risk related information across client base.

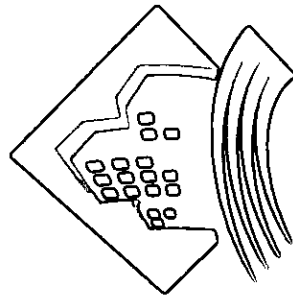


# STRUCTURE





# Current Control Room Functionality



Security

Control Room (s)

Utilities

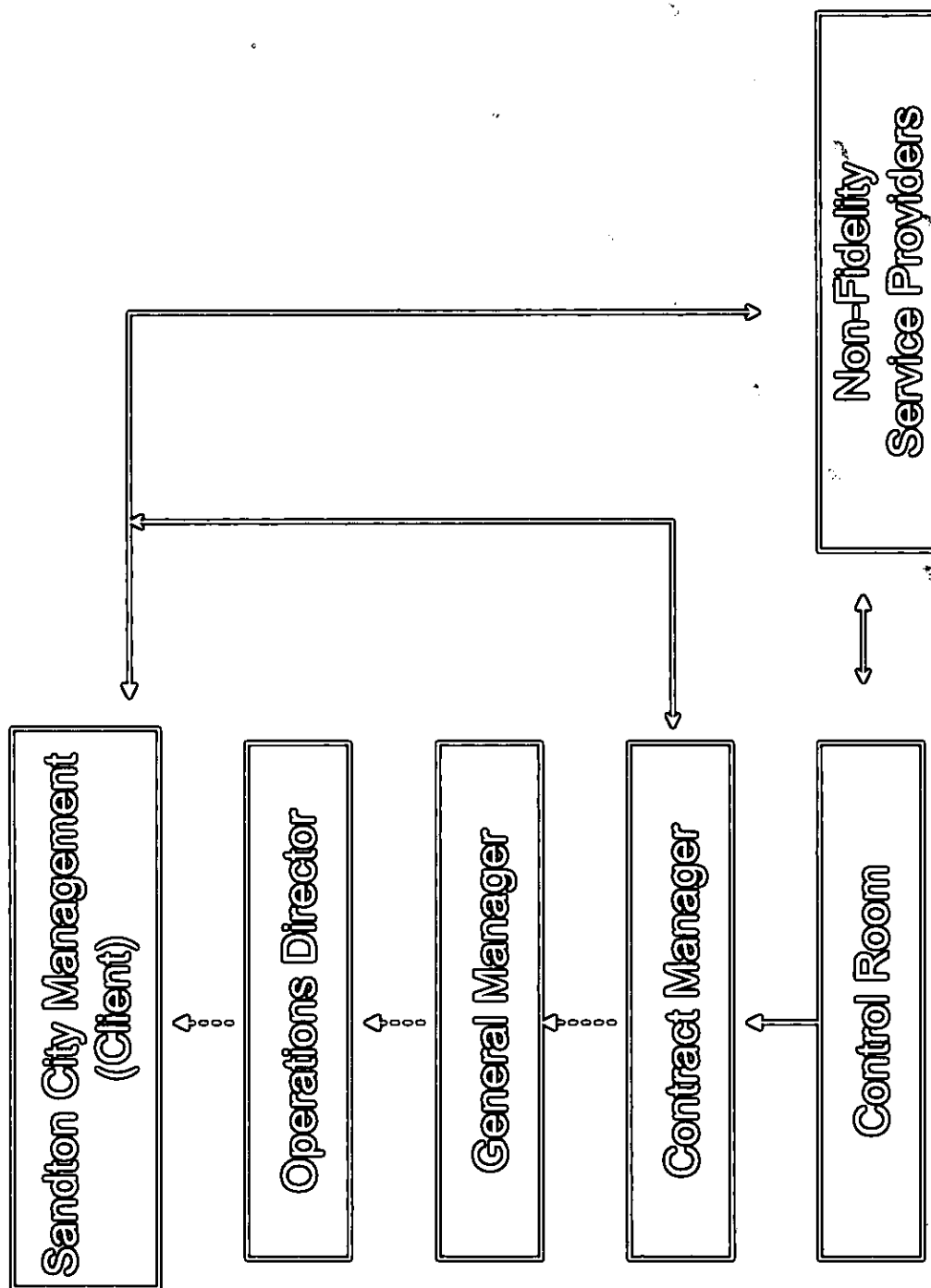
Maintenance

Car park,  
Access control,  
Trespassing,  
Shop lifters,  
Panic alarm response,  
Burglar alarm response,  
Incident investigation.

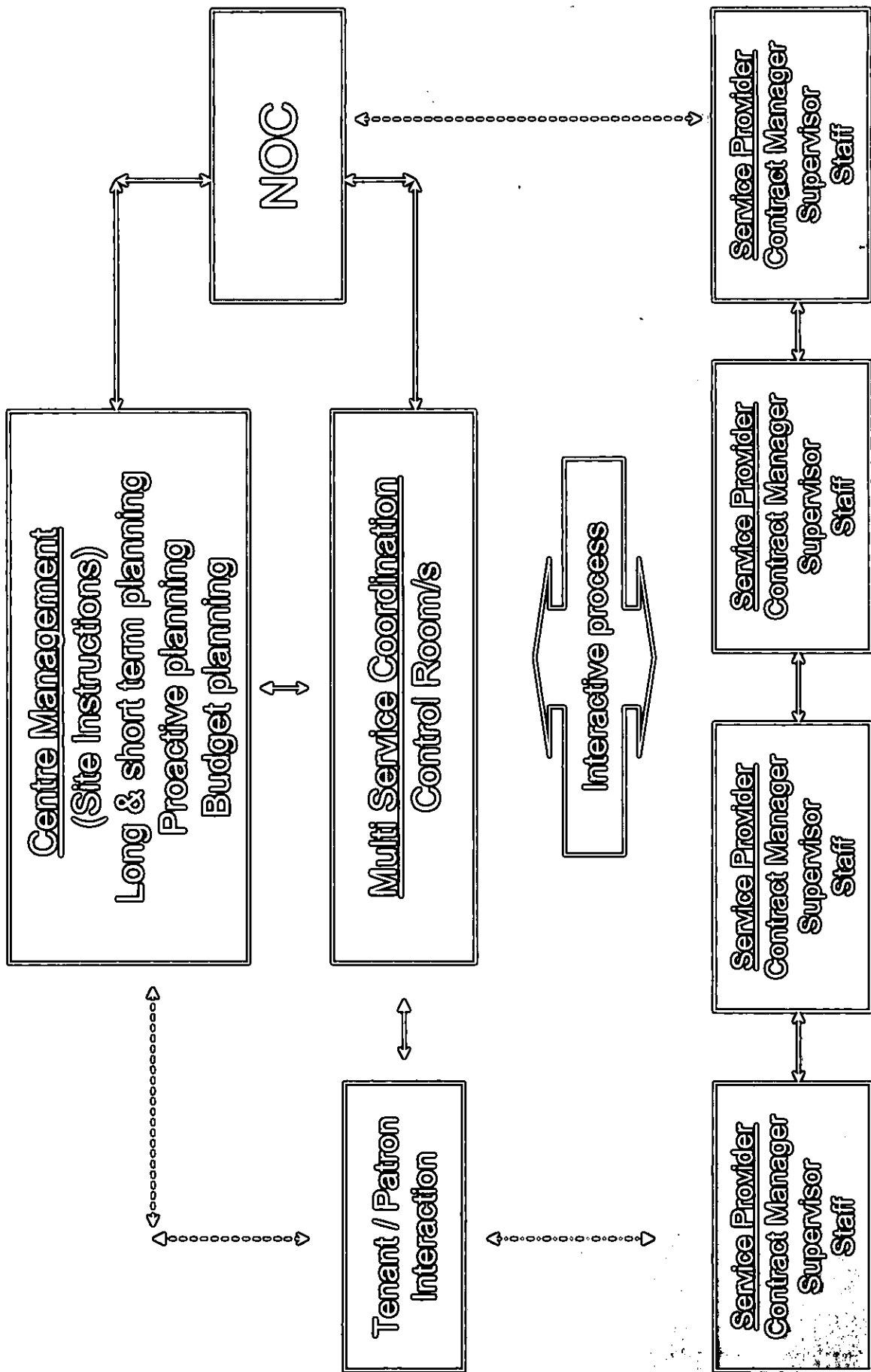
Elevators,  
Escalators,  
Fire extinguishers,  
Air conditioners,  
Electricity,  
Water.

Cleaning,  
Trolley collection,  
Car cleaning.

# EXISTING MANAGEMENT INFRASTRUCTURE



# PROPOSED INFRASTRUCTURE



## BENEFITS

NOC with multi-service co-ordination framework.

### Sharing of information

- Early warning / proactive actions / counter intelligence,
- Identification of "cruisers,"
- Identification of risk trends,
- Identification of utility trends,
- Profile incidents,
- Employee vetting,
- Blacklisting,
- Dispatching of specialist service providers,
- Training, skills & compliance,
- Evaluation of quality of risk related information.



# PROJECT PLAN

Centre Management  
Issue Site Instruction

Service Providers  
Mandate / commitment  
to participate in JOC  
for mutual benefit.

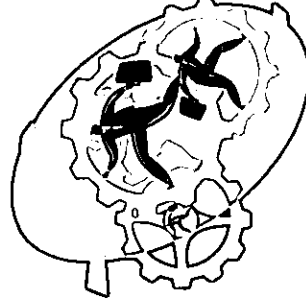
Inter Service Realization  
Responsibilities / shared  
Responsibilities &  
Areas of common  
Interest

Job Descriptions  
Documents process &  
procedures.

Skills Gap Analysis  
Determine staff training  
needs.  
Train the staff.

# PROJECT PLAN

- Inter-service realization,
- Skills gap analysis,
- Formulation of job descriptions,
- Formulate Standard Operating Procedures (SOP),
- Document process & procedure,
- Review and adjustment,
- Acceptance,
- Training,
- Performance assessment,
- Verification of implementation,
- Management of service levels,
- Periodic audit of procedures for compliance.
- Review of service levels,
- Change control & acceptance.





## SAFETY & SECURITY

### Sector Education and Training Authority

**Training provider Name** FIDELITY SECURITY SERVICES FIDELITY BANK SECURITY

**Region** Gauteng

**Telephone No** 011 7098000

**Fax No** 011 4749389

**Cell no** 0721600495

**Postal address** PRIVATE BAG X54  
BRYANSTON

**Postal Code** 2021

**Physical address** FIDELITY OFFICE PARK  
170 GROSVENOR ROAD  
BRYNSTON

**Physical code** 2021

**Email** williet@fbacc.co.za

#### Qualification Accreditation Details

Code	Name	Type	Lev
22490	National Certificate: General Security Practices	N3	L

#### Unit Standard Accreditation Details

No	Code	Name	L
1	9357	Develop and use keyboard skills to enter text	L
2	11494	Caring for the welfare of a service dog	L
3	11495	Handle a service dog to deter crime and for protection	L
4	12328	Use and maintain basic security equipment	L
5	12484	Perform basic fire fighting	L
6	7847	Operate a personal computer system	L
7	9965	Render basic first aid	L
8	11496	Ensuring asset protection through access and egress control	L
9	11497	Protection of premises and assets under all conditions	L
10	11498	Attend and give evidence in court	L
11	11499	Safe and secure escorting of valuables, people & suspects.	L
12	11500	Receieve, report and react to customer complaints within a security environment.	L
13	11501	Manage own performance and work as part of a security team	L
14	11502	Effecting a lawful citizens arrest.	L
15	11503	Supervision of service dogs in a kennel environment	L
16	8968	Accomodate audience and context needs in oral communication	L
17	8969	Interpret and use information from texts	L
18	8970	Write texts for a range of communicative contexts	L
19	8973	Use language & communication in occupational learning programmes (F-3-05-8973)	L
20	9010	Demonstrate an understanding of the use of different number bases and measurement units and an awareness of error in the context of relevant calculations	L
21	9012	Investigate life and and work related problems using data and probabilities	L
22	9013	Describe,apply,analyse and calculate shape and motion in 2-and 3 - dimensional space in different contexts	L
23	9926	Coach learners	L

## SASSETA

Page 2 of 2

24	10748	Use of a handgun	L
25	10750	Use of a rifle	L
26	10754	Use of a shotgun	L
27	10756	Use of a hand machine carbine	L
28	11505	Identify, handle and defuse security related conflict	L
29	11509	Respond to emergency signals and situations	L
30	8600	Care for Customers	L
31	8956	Use mathematics to investigate and monitor the financial aspects of personal, business and national issues	L















1.15

# SABS

## COMMERCIAL

### *Certificate of Registration*

*This is to certify that the Quality Management System of*

**FIDELITY SECURITY GROUP (PTY) LTD  
FIDELITY SECURITY SERVICES (PTY) LTD  
SECURECO KZN (PTY) LTD  
SECURECO (PTY) LTD  
FIDELITY NOKHUL SECURITY SERVICES (PTY) LTD  
FIDELITY EYETHU SECURITY SERVICES (PTY) LTD  
HEAD OFFICE: FIDELITY OFFICE PARK,  
BRYANSTON  
(refer to page 1 & 2 of schedule 1 for other branches)**

*has been assessed and found to  
satisfy the requirements of*

### **ISO 9001:2000 QUALITY MANAGEMENT SYSTEMS**

*In respect of*

**THE SUPPLY OF SERVICES FOR THE GUARDING OF ASSETS  
AND PROPERTY**

**EXCLUDING:**

**7.3 DESIGN AND DEVELOPMENT  
7.5.2 VALIDATION OF PROCESSES FOR PRODUCTION AND  
SERVICE PROVISION  
7.6 CONTROL OF MONITORING AND MEASURING DEVICES**

*The certificate, including the schedule which forms an integral part thereof;*

- is issued without alteration;*
- is identified by the applicable registration number;*
- is subject to any condition or limitation contained therein;*
- is valid subject to ongoing compliance with certification requirements;*
- and*
- bears the embossed SABS COMMERCIAL seal (in the absence of the seal,  
the certificate and the schedule shall be invalid).*

Registration Number **LS 2150**

Effective Date **15 November 2006**

Valid Until **21 February 2009**


Date of Original Registration **16 February 1998**

Director **Martin Kuscus**



SABS COMMERCIAL (Pty) Ltd




Reference: FSGHOCON Annexure: C Revision No.: 01 Date: 01/02/2007 Page 1 of 3	<b>Quality Management System</b>  <b>Quality Policy</b>	
-------------------------------------------------------------------------------------------	---------------------------------------------------------------	------------------------------------------------------------------------------------


**Quality Policy Manual and Quality Procedure Manual List  
(with relevant ISO 9001:2000 Clauses)**

**Please note that because of the integrated process of ISO 9001:2000, these cross-references are not meant to be definitive. There may be additional references applicable but this list is aimed at referencing the most significant clauses.**

Reference	Topic	ISO Clauses
	<b>Quality Policy</b>	
FSGHOCOV	Cover Page	
FSGHOCON	Contents and Authorisation Page	4.2.3
FSGHOQP	Quality Policy and Objectives	5.1, 5.3, 5.4.1
FSGHOGP	Company Profile	
FSGHOES	Executive Summary <ul style="list-style-type: none"> <li>• Scope of the Quality Management System (including exclusions)</li> <li>• Description of the Interaction of Processes of the Quality Management System</li> <li>• Management Responsibility</li> <li>• Customer Focus and Satisfaction</li> <li>• The Quality Management System</li> <li>• Organisational and Quality Management System Changes</li> <li>• Continual Improvement</li> </ul>	4.1, 4.2.2 4.2.2 5.5 5.2 4.2.1, 4.2.2 5.4.2 8.5.1
	<b>Annexure A Process Description</b>	
FSGHOCON A	Process Description Flow Chart	4.2.2
	<b>Annexure B Organigrams</b>	
FSGHOCON B1	Fidelity Security Services (Pty) Ltd	5.5.1
FSGHOCON B2	FSS (Finance)	5.5.1
FSGHOCON B3	FSS (Kwazulu-Natal Region)	5.5.1
FSGHOCON B4	FSS (Kwazulu-Natal Durban)	5.5.1
FSGHOCON B5	FSS (Kwazulu-Natal Outer Durban)	5.5.1
FSGHOCON B6	FSS (Gauteng Region)	5.5.1
FSGHOCON B7	FSS (Gauteng East, South and City)	5.5.1
FSGHOCON B8	FSS (Gauteng North West)	5.5.1

Reference: FSGHOCON Annexure: C Revision No.: 01 Date: 01/02/2007 Page 2 of 3	Quality Management System  Quality Policy	 <b>FIDELITY</b> SECURITY GROUP
-------------------------------------------------------------------------------------------	-------------------------------------------------	----------------------------------------------------------------------------------------------------------------------

Reference	Topic	ISO Clauses
FSGHOCON B9	FSS (North West Region)	5.5.1
FSGHOCON B10	FSS (Northern Province, Free State and Mpumalanga Region)	5.5.1
FSGHOCON B11	FSS (Eastern and Western Cape Region)	5.5.1
	<b>Annexure C</b>	
FSGHOCON C	Quality Policy Manual and Quality Procedure Manual List with relevant ISO 9001:2000 Clauses	4.2
	<b>Quality Procedure Manual</b>	
FSSCOVP	Cover page	
FSSCONP	Contents and Authorisation page	4.2.3
	<b>Operational Procedures</b>	
FSSPR01	Marketing, Sales and Public Relations	5.2, 7.2.3
FSSPR02	Security Survey, Quotations and Agreements (Guarding) and Service and Installation Agreements (Reaction Services)	7.2.1, 7.2.2
FSSPR03	Recruitment, Selection, Skills Development, Training and Induction	6.2
FSSPR04	Preparation and Delivery of Service	7.1, 7.5
FSSPR05	Technical Department/Sub Contractors (Reaction Services Only)	7.1, 7.5
FSSPR06	Client Visits, Site Inspections, Duty Manager, Reaction Officers and Business at Risk	7.2.3, 8.1, 8.2.1, 8.2.3, 8.2.4
FSSPR07	Control Room	7.1, 7.5
FSSPR08	Emergencies, Investigations and Client Claims	7.5.4
FSSPR09	Service Termination	7.2
FSSPR10	Operational and Client Equipment Control	7.4, 7.5.1, 7.5.4
	<b>General Group Procedures</b>	

Reference: FSGHOCON Annexure: C Revision No.: 01 Date: 01/02/2007 Page 3 of 3	Quality Management System  Quality Policy	 <b>FIDELITY</b> SECURITY GROUP
-------------------------------------------------------------------------------------------	-------------------------------------------------	----------------------------------------------------------------------------------------------------------------------

Reference	Topic	ISO Clauses
HOGE01	Document Control/Quality Records	4.2.3, 4.2.4
HOGE02	Quality auditing	8.2.2
HOGE03	Quality Reports	8.3, 8.5.1, 8.5.2
HOGE04	Management	5.1, 5.5.1, 5.2, 5.4, 5.6, 6.1, 6.2, 6.3, 6.4, 8.4, 8.5.3
HOGE05	Human Resources and Industrial Relations	5.5.1, 6.2
HOGE06	Administration	5.5.3
HOGE07	Finance	6
HOGE08	Legal	6.3
HOGE09	Transport	6.3



## COMMUNICATION STRATEGY FIDELITY SECURITY SERVICES (PTY) LTD

The following communication strategies are in use and in place in Fidelity Security Services (Proprietary) Limited:

Ser	Communication Strategy	National Level	Regional Level	Branch Level	Site Level
1	Daily Security officer parades				✓
2	Weekly Meetings			✓	
3	Monthly Meetings		✓		
4	Yearly Conference	✓			
5	Information registers			✓	✓
6	Notice boards			✓	✓
7	Fidelity Magazine "@ Fidelity"			✓	
7	Email System (1110 users nationally)	✓	✓	✓	
8	SAP R3 Payroll system	✓	✓	✓	
9	Employment Equity Committee	✓			
10	Training Bulletin			✓	



## Reporting and Financial Management

Included in this bid is the following financial documentation.

- Annual financial statements for the three year period of Fidelity services Group
- Annual financial statements for the three year period of Event Partners SA

Both the companies are in good standing and all financial documentation can be found on item 2. Kindly note that all financial information and documentation remains confidential information as both companies are not private companies or listed entities on any stock exchange.

All the corporate governance and best financial practices are applied to ensure that Tax matters and related legislation is complied with.





06 May 2008



To Whom It May Concern:

We confirm that the following insurances are effective from 1<sup>st</sup> April 2008:

Insured: Fidelity Security Group (Pty) Ltd and/or all subsidiary companies and/or associated companies (in the name of the past and current legal registrations), including all legal entities for which they have an obligation to insure.

Insurer: Admiral Underwriting Group

Policy No: 08/39637cl

Total Limit: R200,000,000

Cover is summarized as follows:

<u>Cover-Description</u>	<u>Limit</u>	<u>Excess</u>
General Public Liability	R200,000,000	R 50,000
Pollution Liability	R200,000,000	R 50,000
Product and Defective Workmanship	R200,000,000	R 50,000
Security Claims	R200,000,000	R 1,000,000 but R2,000,000 in respect of banking risks.
Fidelity	R 50,000,000	R 1,000,000 but R2,000,000 in respect of banking risks.
Advertising Liability	R 5,000,000	R 1,000,000
Statutory Defense Costs	R 1,000,000	R 50,000
Defamation	R 1,000,000	R 50,000
Employers Liability	R 10,000,000	Nil

This confirmation does not confer any rights on the holder and does not confirm nor vary the terms of the insurance described in the policy.

Subject to the terms, and conditions of the policy.

If you have any questions, please do not hesitate to contact the undersigned.

Regards,

**Barry Goebel**

+27 11 483-1212

barry@gib.co.za

Directors: DJ Sanders, L Bain, AG Calmeyer, GJ Coetzer,  
D Gamsy, V Ho-Hip, JD Jackson, R Nancarrow,  
DO Norton, HL Smith





**PRIVATE SECURITY INDUSTRY REGULATORY AUTHORITY**



This certificate certifies that  
**UNLIMITED BUSINESS UPLIFTMENT THROUGH NAT TRDG U**  
Company Reg No: 97/12665/07  
**Trading As:**  
**UBUNTU**  
Reg Number: 0321536

is duly registered as a Security Service Provider as contemplated in terms of Section 21 of the Private Security Industry Regulation Act, 2001(Act No. 56 of 2001) and has been duly accredited as a training establishment as contemplated in Regulation 7(a) & (b) of the Training of Security Officers Regulations, 1992 for the purposes of the provision of the following levels of security training:

A Self Study	B Self Study
B-E Orientation	C Grade
C Self Study	D Grade
D Self Study	E Grade
E Self Study	Banking Security
Banking Self Study	Cash In Transit
Cash In Transit Self Study	Response Self Study
Retail Self Study	Special Events

Date of Registration: 04/02/1997

Date of Issue: 20/05/2002

NOTE: This certificate remains at all times the property of the Private Security Industry Regulatory Authority and in terms of Section 26(6) of the Private Security Industry Regulation Act, 2001(Act No. 56 of 2001) must forthwith be returned by the holder to the Authority on withdrawal or suspension of the holder's registration.

Training Centre No: 0000350



Certificate No: 0001397 Copy No: 3

Nº 008421

EK SERTIFISEER DAT HIERDIE 'N WARE AFDRUK (AFSKRIJF) IS VAN DIE  
OORSPRONKLIKE DOKUMENT WAT AAN MY VIR WAARNEMING VOORGELEË IS.  
EK SERTIFISEER VERDER DAT, VOLGENS MY WAARNEMINGS, DAAR NIE 'N  
WYSIGING OF VERANDERING OP DIE OORSPRONKLIKE DOKUMENT  
AANGEBRING IS NIE.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE  
ORIGINAL DOCUMENT WHICH WAS HANDED TO ME FOR AUTHENTICATION. I  
FURTHER CERTIFY THAT FROM MY OBSERVATIONS AN AMENDMENT OR A  
CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

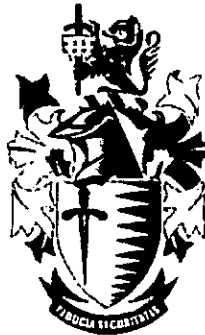
.....  
HANDTEKENING / SIGNATURE

NAAM IN DRUKSKRIF  
NAME IN PRINT

DATUM / DATE

WS Heydenhoof  
07/03/2009

**PRIVATE SECURITY INDUSTRY REGULATORY AUTHORITY**



This certificate certifies that

**FIDELITY SECURITY SERVICES (PTY)LTD**

Company Reg No: 97/013274/07

Reg Number: **511174**

is duly registered as a Security Service Provider as  
contemplated in terms of Section 21 of the Private Security  
Industry Regulation Act, 2001(Act No. 56 of 2001)

Date of Registration: **04/06/1999** Date of Issue: **25/04/2006**

NOTE: This certificate remains at all times the property of the Private Security Industry Regulation Authority and in terms of Section 21(6) of the Private Security Industry Regulation Act, 2001 (Act No. 56 of 2001) must forthwith be returned by the holder to the Authority on withdrawal or suspension of the holder's registration.

Certificate No: **428013** Copy No: 4



Nº 658614

EK SERTIFISEER DAT HIERDIE 'N WAARE AFDRUK (AFSKRIF) IS VAN DIE  
OORSPRONKLIKE DOKUMENT WAT AAN MY VIR WAARNEMING VOORGELE IS.  
EK SERTIFISEER VERDER DAT, VOLGENS MY WAARNEMING, DAAR NIE 'N  
WYSIGING OF VERANDERING OP DIE OORSPRONKLIKE DOKUMENT  
AANGEBRING IS NIE.

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ORIGINAL DOCUMENT WHICH WAS HANDLED TO ME FOR AUTHENTICATION.  
FURTHER CERTIFY THAT FROM MY OBSERVATIONS AN AMENDMENT OR  
CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

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HANDTEKENING / SIGNATURE

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AFDRUKSKRIF

.....  
PRINT

.....  
DATE

*[Handwritten Signature]*  
*W.S. Rembrandt*  
*9/3/09*



# Private Security Industry Regulatory Authority

Private Bag X817, PRETORIA, 0001 - Tel No. 012-3375695, Fax No. 012-3266128  
Enquiries: Judi Hattlingh

The Authority accepts no liability and will not be held liable for any mistake; error or omission of the information supplied and/or displayed nor does the Authority in any way guarantee the correctness or accuracy of the information supplied.

DATE ISSUED : 02.02.2009

THIS CERTIFICATE IS ONLY VALID FOR 90 DAYS AND WILL EXPIRE ON 03 MAY 2009.

REGISTRATION NUMBER : 511174  
FULL NAME OF BUSINESS : FIDELITY SECURITY SERVICES (PTY) LTD  
TRADING AS :  
CC/CM/SOLE PROPRIETOR : 97/013274/07  
REGISTRATION DATE : 04.06.1999  
REGISTRATION STATUS : REGISTERED

## REGISTERED AND ACTIVE EMPLOYEES

A GRADE : 1778  
B GRADE : 3173  
C GRADE : 13770  
D GRADE : 2126  
E GRADE : 612


## DIRECTORS(S)/MEMBER(S)/OWNER

NAME	ID NUMBER	REG NUMBER	REG DATE	REG STATUS	TRAINING STATUS
W J BARTMANN	6306135171085	39903	07.11.1991	Registered	B
V S MAHARAJ	7107205036086	779492	10.10.2002	Registered	B

PRIVATE SECURITY INDUSTRY  
REGULATORY AUTHORITY

2009 -02- 02

PRIVATE BAG X 817  
PRETORIA • 0001

  
APPROVED: SIGNATURE

NOTE: THIS DOCUMENT CONTAINS PRIVILEGED INFORMATION OF A PERSONAL, PRIVATE AND CONFIDENTIAL NATURE AND IS INTENDED FOR THE EDIFICATION OF THE ADDRESSEE ONLY. SHOULD THIS CORRESPONDENCE BE RECEIVED BY ANYONE OTHER THAN THE ADDRESSEE, THE RECIPIENT IS ADVISED THAT THE COPYING, DISTRIBUTION AND/OR PUBLICATION OF SAME, AS WELL AS THE TAKING OF ANY ACTION ON OR PURSUANT TO THE INFORMATION CONTAINED HEREIN, IS UNLAWFUL, SHOULD THE CORRESPONDENCE BE RECEIVED BY ANYONE OTHER THAN THE ADDRESSEE, THE RECIPIENT IS REQUESTED TO TELEPHONE (012) 3375695 IN ORDER TO ARRANGE FOR ITS RETRIEVAL.

EK SERTIFISEER DAT HIERDIE 'N WAER AFDRUK (AFSKRIF) IS VAN DIE  
OORSPRONKLIKE DOKUMENT WAT AAN MY VIR WAARNEMING VOORGELEë IS.  
EK SERTIFISEER VERDER DAT, VOLGENS MY WAARNEMINGS, DAAR NIE 'N  
WYSIGING OF VERANDERING OP DIE OORSPRONKLIKE DOKUMENT  
AANGEBRING IS NIE.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE  
ORIGINAL DOCUMENT WHICH WAS HANDLED TO ME FOR AUTHENTICATION. I  
FURTHER CERTIFY THAT FROM MY OBSERVATIONS AN AMENDMENT OR A  
CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

.....  
HANDTEKENING / SIGNATURE

NAAM IN DRUKSKRIF  
NAME IN PRINT

.....  
DATUM / DATE

*W.S. Roussouw*  
*W.S. Roussouw*  
*9/3/09*





### Understanding operational cost

We include an e-mail to the FIFA representative ([rfproposals@2010saloc.com](mailto:rfproposals@2010saloc.com)) dated Friday 6 March 2009 (e-mail attached), requesting the costing template as discussed at the tender briefing session. We unfortunately did not receive any response from the FIFA e-mail and thus quoted the tender as per our understanding.

Included in this bid is the following costing information for your consideration:

- Costing included in item 1.9 in order to make sense out of the justification. Also included here below:

### Recruitment cost

The recruitment cost amounts to R 685.00 per person and it includes all activities as per the selection criteria and LOC tender guidelines. Vetting is included and a Steward file with the following information contained will be available:

- ID document copy
- Application as Steward
- PSIRA registration copy
- Training records and copies of relevant certificates
- Contact details and FCC logbook entries

### The management and co-ordination cost

The management of the Stewards includes the management of the 520 Bloemfontein Stewards, pricing for Supervisors, Management, Vehicle cost, Transport cost and equipment cost. We did not receive the template and trust that the cost is set out clear enough. We deemed it fit to include additional line items that are for the discretion of the OC:

Management and Operational costs	Quantity	Unit rate	Cost excl VAT
Senior manager as Security co-ordinator	1	R 2,000.00	R 2,000.00
Operational manager	5	R 1,500.00	R 7,500.00
senior supervisors	10	R 1,000.00	R 10,000.00
Transportation cost	530	R 40.00	R 21,200.00
Security vehicles on site	2	R 900.00	R 1,800.00
Insurance cost (Limited to R 60 Million)	1	R 35,000.00	R 35,000.00
Food allowance for Officers	530	R 65.00	R 34,450.00
Rate for Stewards in standard uniform	520	R 480.00	R 249,600.00
Cost of equipment (limited to standard personal protection equipment) and handheld two-way radio	530	R 60.00	R 31,800.00
<b>Total Cost for Security Officers (Manpower)</b>			<b>R 393,350.00</b>

**Jaco Bezuidenhout**

---

**From:** Jaco Bezuidenhout [27828298202@vodamail.co.za]  
**Sent:** Friday, March 06, 2009 1:02 PM  
**To:** 'rfproposals@2010saloc.com'  
**Cc:** 'shaunma@fidelitysecurity.co.za'  
**Subject:** QUERIES ON TENDERS RFQ&I: FCC 15, 16 and 17 - FIDELITY JOINT VENTURES  
**Importance:** High

<b>Tracking:</b>	<b>Recipient</b>	<b>Read</b>
	'rfproposals@2010saloc.com'	
	'shaunma@fidelitysecurity.co.za'	
	rfproposals	Read: 3/6/2009 1:32 PM

Good day I need clarification on the tender documentation regarding the following:

- The Bid bond will be unable to be finalised by our bank as there are legal documentation that must be completed by the Bank's legal services and we will be unable to get the bank to provided the documentation by the submission date. We are however willing to transfer the bid bond amount to any account and sign the bid bond documentation to warrant and legitimise the surety. Can you kindly indicate what alternative arrangements are available as the R50 000.00 is available and we are willing to transfer the amount even into the FIFA FNB account, if need be. This is a serious matter as we may be disqualified if the bid bond is not submitted.
- According to FCC 15 the Bafokeng people were recruited already. The presenter at the tender briefing indicated that the people are compliant will all requirements of the tender. Now kindly confirm that these people are registered in terms of the PSIRA Act and that they have been trained in Event Security as per the Security Officers Act.
- I have not received any tender costing model or template and request the template as indicated during the briefing session.

Your urgent response is appreciated,

Regards,

Jaco Bezuidenhout  
0828298202

Project Co-ordinator  
Fidelity Joint Ventures

3/10/2009



**RECRUITMENT LOGISTICAL CHECK LIST AND SUPPORTING ACTIONS**

Item no	Description	Quantity	Resp person
1	Venue arrangements		
2	Tables		
3	Chairs		
4	Confirmation of toilets		
5	Lighting adequate		
6	Extension cables for electricity		
7	Back-up generator for power supply		
8	Cleaning equipment and utensils		
9	PC and printer		
10	Photocopier		
11	Office stationery (stapler, paper clips, cello tape)		
12	Writing pens and flip chart		
13	Printing paper		
14	Printer toner		
15	Timers for DAT assessment		
16	Board markers		
17	Application documentation		
18	Two-way radios and cell phone		
19	30 DAT assessment questionnaires		
20	800 DAT answer sheets		
21	Access to internet for Securilab vetting		
22	Database for the recording of applicants		
23	Lockable cupboard / master documentation		
24	Padlocks and keys		
25	Petty cash		
26	Hotel accommodation		
27	Toll road fees and fuel provision		
28	Vehicle check and rental		
29	Colour blind chart		
30	Other:		



# FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN

ID	Task Name	Duration	Sat Mar 07 12 AM	6 AM	12 PM	6 PM	Sun Mar 08 12 AM	6 AM	12 PM	6 PM	Mon Mar 09 12 AM	6 AM	12 PM	6 PM	Tue Mar 12 AM
1	Planning Phase	0.84 days?													
2	Identification of Scope	0.84 days?													
3	Identify time, quality and cost	0.13 days?													
4	Identify timeframes	0.12 days?													
5	Identify Goals / milestones	0.13 days?													
6	Identify project team members	0.12 days?													
7	Develop & document reporting	0.03 days?													
8	Identify learner vetting require	0.12 days?													
9	Incorporate vetting requirements	0.13 days?													
10	Preparation phase	12.88 days?													
11	Allocate project team members	1.88 days?													
12	Allocate resources	1.88 days?													
13	Allocate physical resources	0.66 days?													
14	Interview cubicles / t	0.13 days?													
15	Stationery	0.13 days?													
16	PC's / printers	0.11 days?													
17	Print interview documents	0.13 days?													
18	Secure order for materials	0.13 days?													
19	Allocate Human Resources	1 day?													
20	Appoint project co-ordinator	0.25 days?													
21	Appoint runner	0.38 days?													
22	Appoint Interviewers	0.25 days?													
23	Recruitment & Selection	11 days?													
24	Advertise opportunity internally	3 days?													
25	Receive / record applications	1 day?													
26	Pre-screen according to criteria	1 day?													
27	Advertise opportunity externally	2 days?													
28	Receive / record applications	1 day?													
29	Pre-screen according to criteria	1 day?													

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

Project: Project Plan 15 - Version 2  
Date: Mon 09/03/09

CONFIDENTIAL

# FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN

ID	Task Name	Duration	Sat Mar 07 12 AM	6 AM	12 PM	6 PM	Sun Mar 08 12 AM	6 AM	12 PM	6 PM	Mon Mar 09 12 AM	6 AM	12 PM	6 PM	Tue Mar 12 AM
30	Prepare shortlist	0.95 days?													
31	Inform unsuccessful appli	0.38 days?													
32	Allocate successful appli	0.38 days?													
33	Inform successful appli	0.25 days?													
34	Prepare venue	1 day?													
35	Resource venue	0.08 days?													
36	Display notices to guide c	0.25 days?													
37	Demarcate interview area	0.25 days?													
38	Implementation phase	5.94 days?													
39	Day 1	1 day?													
40	Breakfast	0.03 days?													
41	Interviewer 1	0.22 days?													
42	Candidate 1 - 16	0.22 days?													
43	Interviewer 2	0 days?													
44	Candidate 17 - 32	0 days?													
45	Tea	0 days?													
46	Interviewer 1	0.13 days?													
47	Candidate 33 - 45	0.13 days?													
48	Interviewer 2	0.13 days?													
49	Candidate 46 - 58	0.13 days?													
50	Lunch	0.12 days?													
51	Interviewer 1	0.11 days?													
52	Candidate 59 - 71	0.11 days?													
53	Interviewer 2	0.14 days?													
54	Candidate 72 - 84	0.11 days?													
55	Tea	0.02 days?													
56	Interviewer 1	0.09 days?													
57	Candidate 85 - 95	0.09 days?													
58	Interviewer 2	0.09 days?													

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

Project: Project Plan 15 - Version 2  
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FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN

ID	Task Name	Duration	Sat Mar 07 12 AM	6 AM	12 PM	6 PM	Sun Mar 08 12 AM	6 AM	12 PM	6 PM	Mon Mar 09 12 AM	6 AM	12 PM	6 PM	Tue Mar 12 AM
59	Candidate 96 - 105	0.09 days?													
60	Consolidate & prepare daily shortlit	0.84 days?													
61	Day 2	1 day?													
62	Breakfast	0.03 days?													
63	Interviewer 1	0.22 days?													
64	Candidate	0.22 days?													
65	Interviewer 2	0.22 days?													
66	Candidate	0.22 days?													
67	Tea	0.03 days?													
68	Interviewer 1	0.19 days?													
69	Candidate	0.19 days?													
70	Interviewer 2	0.19 days?													
71	Candidate	0.19 days?													
72	Lunch	0.04 days?													
73	Interviewer 1	0.25 days?													
74	Candidate	0.25 days?													
75	Interviewer 2	0.49 days?													
76	Candidate	0.25 days?													
77	Tea	0.06 days?													
78	Interviewer 1	0.18 days?													
79	Candidate	0.18 days?													
80	Interviewer 2	0.18 days?													
81	Candidate	0.18 days?													
82	Consolidate & prepare daily shortlit	0.88 days?													
83	Day 3	0.94 days?													
84	Breakfast	0.13 days?													
85	Interviewer 1	0.22 days?													
86	Candidate	0.22 days?													
87	Interviewer 2	0.22 days?													

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# FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN

ID	Task Name	Duration	Sat Mar 07				Sun Mar 08				Mon Mar 09				Tue Mar 10	
			12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	12 PM
88	Candidate	0.22 days?														
89	Tea	0.03 days?														
90	Interviewer 1	0.19 days?														
91	Candidate	0.19 days?														
92	Interviewer 2	0.19 days?														
93	Candidate	0.19 days?														
94	Lunch	0.04 days?														
95	Interviewer 1	0.25 days?														
96	Candidate	0.25 days?														
97	Interviewer 2	0.31 days?														
98	Candidate	0.25 days?														
99	Tea	0.06 days?														
100	Interviewer 1	0.18 days?														
101	Candidate	0.18 days?														
102	Interviewer 2	0.18 days?														
103	Candidate	0.18 days?														
104	Consolidate & prepare daily shortli:	0.88 days?														
105	Day 4	1 day?														
106	Breakfast	0.03 days?														
107	Interviewer 1	0.29 days?														
108	Candidate	0.29 days?														
109	Interviewer 2	0.28 days?														
110	Candidate	0.28 days?														
111	Tea	0.04 days?														
112	Interviewer 1	0.15 days?														
113	Candidate	0.15 days?														
114	Interviewer 2	0.15 days?														
115	Candidate	0.15 days?														
116	Lunch	0.06 days?														

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ID	Task Name	Duration	Sat Mar 07			Sun Mar 08			Mon Mar 09			Tue Mar 10		
			12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM
117	Interviewer 1	0.25 days?												
118	Candidate	0.25 days?												
119	Interviewer 2	0.44 days?												
120	Candidate	0.25 days?												
121	Tea	0.03 days?												
122	Interviewer 1	0.16 days?												
123	Candidate	0.16 days?												
124	Interviewer 2	0.15 days?												
125	Candidate	0.15 days?												
126	Consolidate & prepare daily shortlist	0.88 days?												
127	Day 5	0.99 days?												
128	Breakfast	0.04 days?												
129	Interviewer 1	0.21 days?												
130	Candidate	0.21 days?												
131	Interviewer 2	0.21 days?												
132	Candidate	0.21 days?												
133	Tea	0.01 days?												
134	Interviewer 1	0.23 days?												
135	Candidate	0.23 days?												
136	Interviewer 2	0.25 days?												
137	Candidate	0.25 days?												
138	Lunch	0.02 days?												
139	Interviewer 1	0.25 days?												
140	Candidate	0.25 days?												
141	Interviewer 2	0.99 days?												
142	Candidate	0.26 days?												
143	Tea	0.02 days?												
144	Interviewer 1	0.2 days?												
145	Candidate	0.2 days?												

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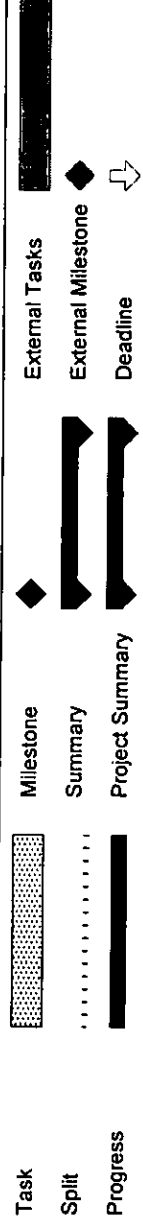
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# FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN

ID	Task Name	Duration	Sat Mar 07 12 AM	6 AM	12 PM	6 PM	Sun Mar 08 12 AM	6 AM	12 PM	6 PM	Mon Mar 09 12 AM	6 AM	12 PM	6 PM	Tue Mar 12 AM
146	Interviewer 2	0.99 days?													
147	Candidate	0.2 days?													
148	Consolidate & prepa	0.88 days?													
149	Final list compilation	0.94 days?													
150	Submit final list to project mar	0.94 days?													
151	Feedback & reporting	0.06 days?													
152	Submission of final list of cand	0.06 days?													
153	Project close & post mortem	0 days?													
154	Project team close-out meeting	0 days?													



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0											
Wed Mar 11			Thu Mar 12			Fri Mar 13			Sat Mar 14		
6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 AM	Sun Mar 15
6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 PM	6 AM

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6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	
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FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN

0		Wed Mar 11		Thu Mar 12		Fri Mar 13		Sat Mar 14		Sun Mar 15		
6 AM	12 PM	6 PM	12 PM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM

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0			Wed Mar 11			Thu Mar 12			Fri Mar 13			Sat Mar 14			Sun Mar 15		
6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	

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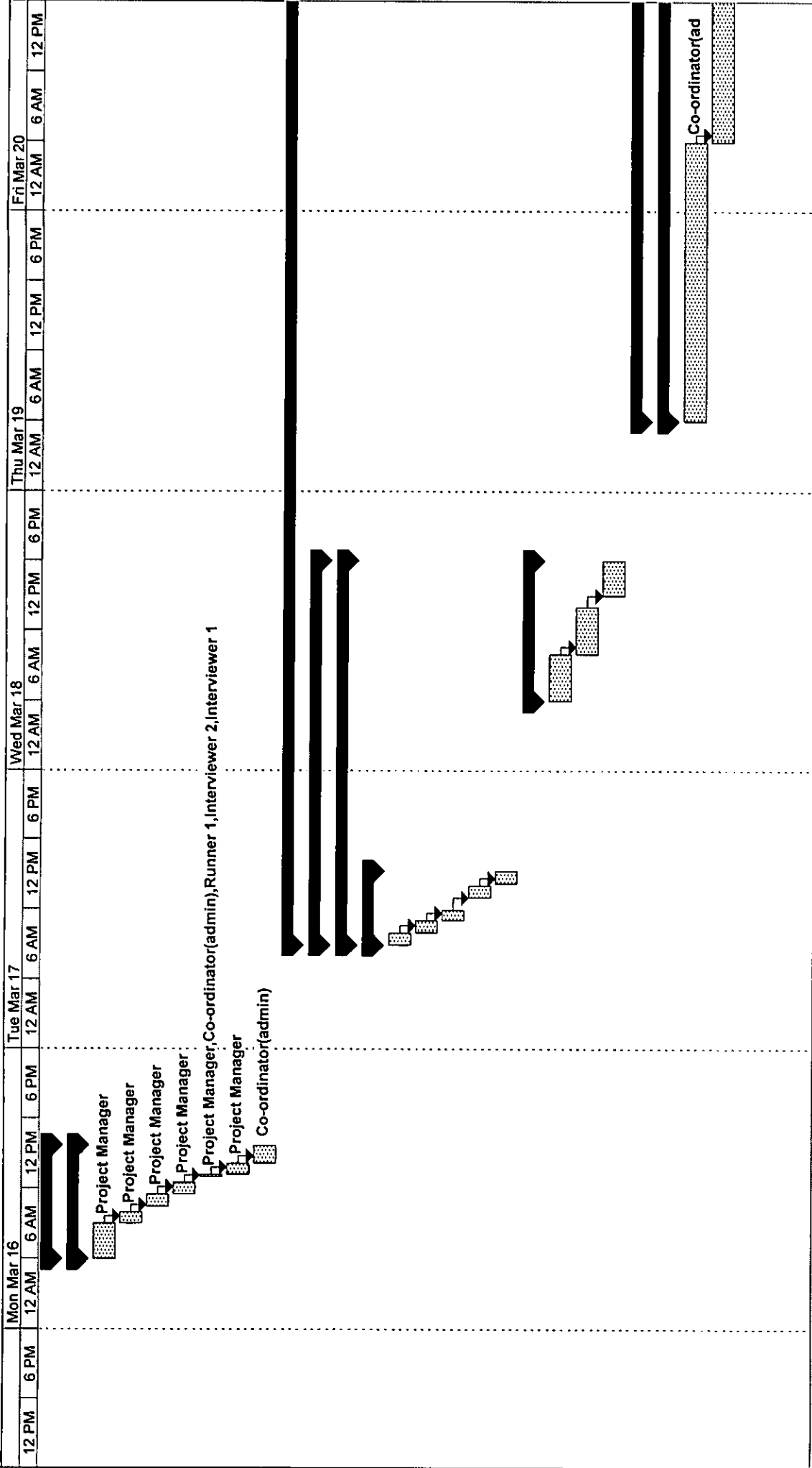
FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN																
Wed Mar 11			Thu Mar 12			Fri Mar 13			Sat Mar 14			Sun Mar 15				
6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 AM	12 PM	6 PM	12 AM	6 AM
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	Task	Milestone	External Tasks
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Wed Mar 11			Thu Mar 12			Fri Mar 13			Sat Mar 14			Sun Mar 15				
6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 AM	6 PM	12 AM	6 PM	12 AM	6 AM	
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Mon Mar 16		Tue Mar 17		Wed Mar 18		Thu Mar 19		Fri Mar 20				
12 PM	6 PM	12 PM	6 PM	12 PM	6 PM	12 PM	6 PM	12 PM	6 PM	12 PM	6 AM	12 PM

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12 PM	6 PM		12 PM	6 PM		12 PM	6 PM		12 AM	6 AM		12 PM	6 PM	

Project: Project Plan 15 - Version 2 Date: Mon 09/03/09	<div>Task</div> <div>Split</div> <div>Progress</div>	<div>Milestone</div> <div>Summary</div> <div>Project Summary</div>	<div>External Tasks</div> <div>External Milestone</div> <div>Deadline</div>
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Mon Mar 16			Tue Mar 17			Wed Mar 18			Thu Mar 19			Fri Mar 20		
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Sat Mar 21			Sun Mar 22			Mon Mar 23			Tue Mar 24			Wed Mar 25																					
6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM																	
<div>in)</div> <div>Co-ordinator(admin)</div>																																	
Project: Project Plan 15 - Version 2 Date: Mon 09/03/09			Task	Milestone	Milestone			External Tasks			External Milestone			Deadline																			
			Split	Summary	Summary			Summary			Summary			Summary																			
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	Sat Mar 21	Sun Mar 22	Mon Mar 23	Tue Mar 24	Wed Mar 25
6 PM	12 AM 6 AM 12 PM 6 PM	12 AM 6 AM 12 PM 6 PM	12 AM 6 AM 12 PM 6 PM	12 AM 6 AM 12 PM 6 PM	12 AM 6 AM 12 PM 6 PM

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Sat Mar 21			Sun Mar 22			Mon Mar 23			Tue Mar 24			Wed Mar 25				
6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM

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Sat Mar 21			Sun Mar 22			Mon Mar 23			Tue Mar 24			Wed Mar 25				
6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM

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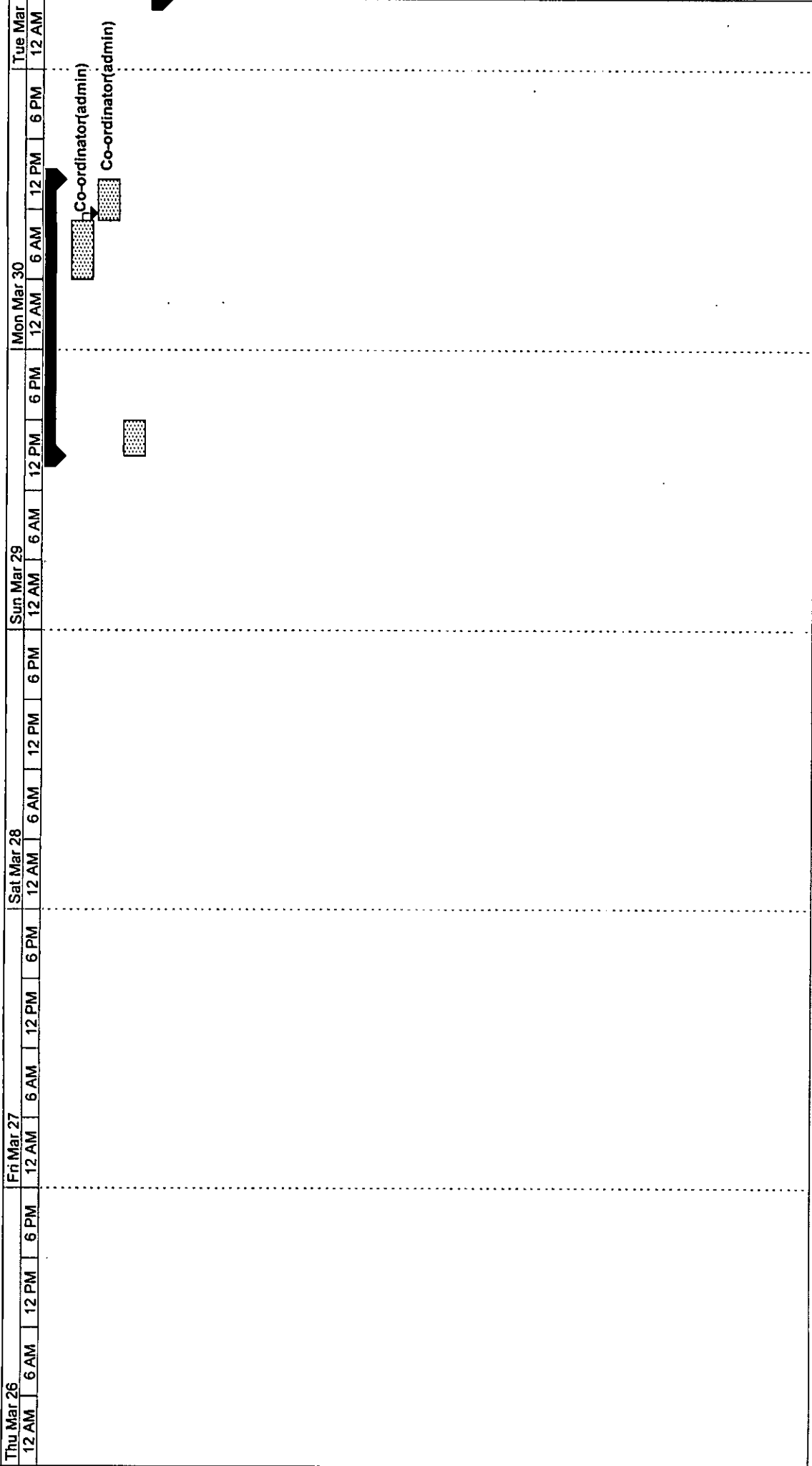
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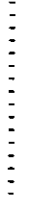
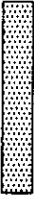
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12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM

FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN																	
Thu Mar 26			Fri Mar 27			Sat Mar 28			Sun Mar 29			Mon Mar 30			Tue Mar 31		
12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 PM

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12 AM	6 AM	12 PM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 AM	12 PM

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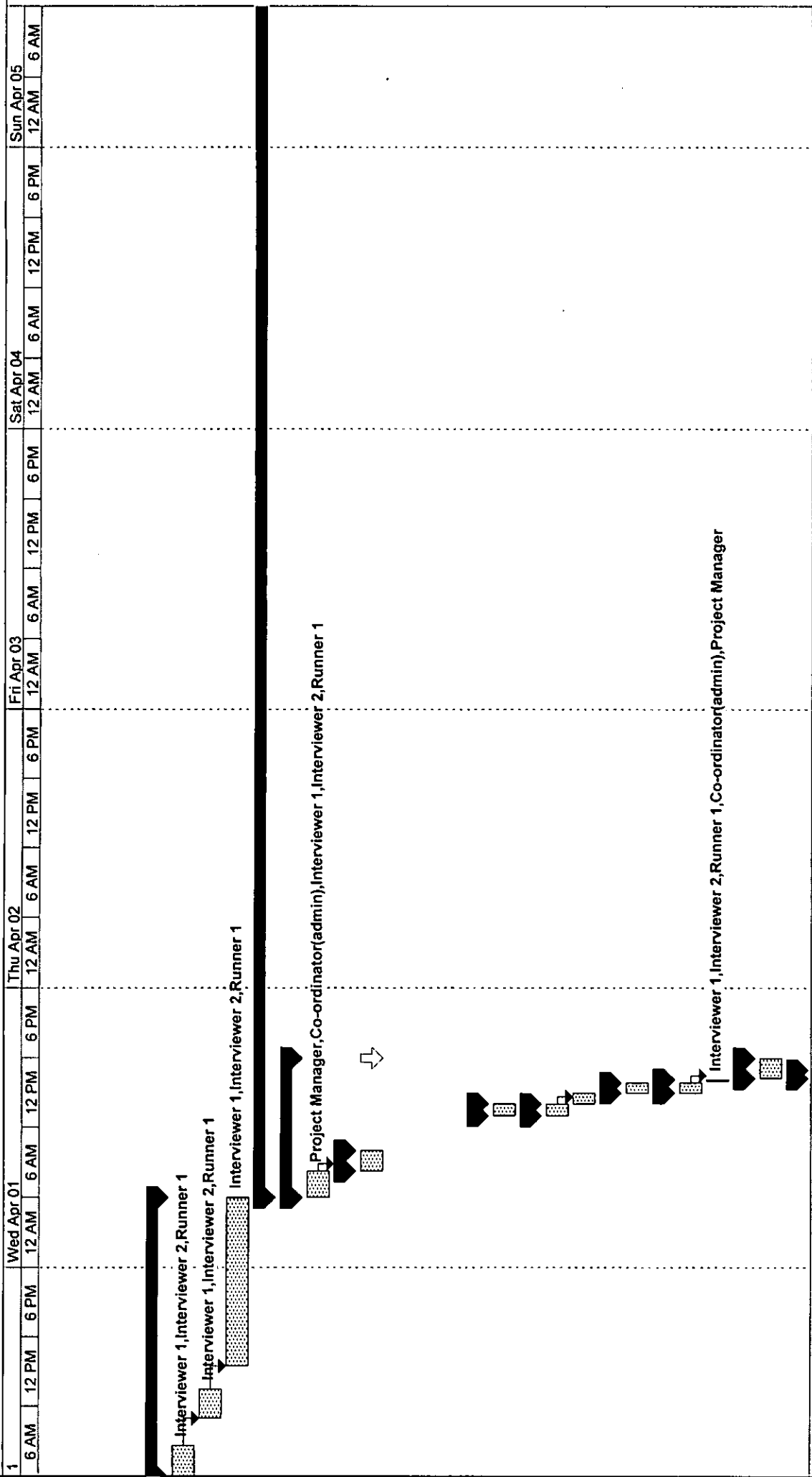
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Progress	████████				

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1	Wed Apr 01			Thu Apr 02			Fri Apr 03			Sat Apr 04			Sun Apr 05		
	6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM

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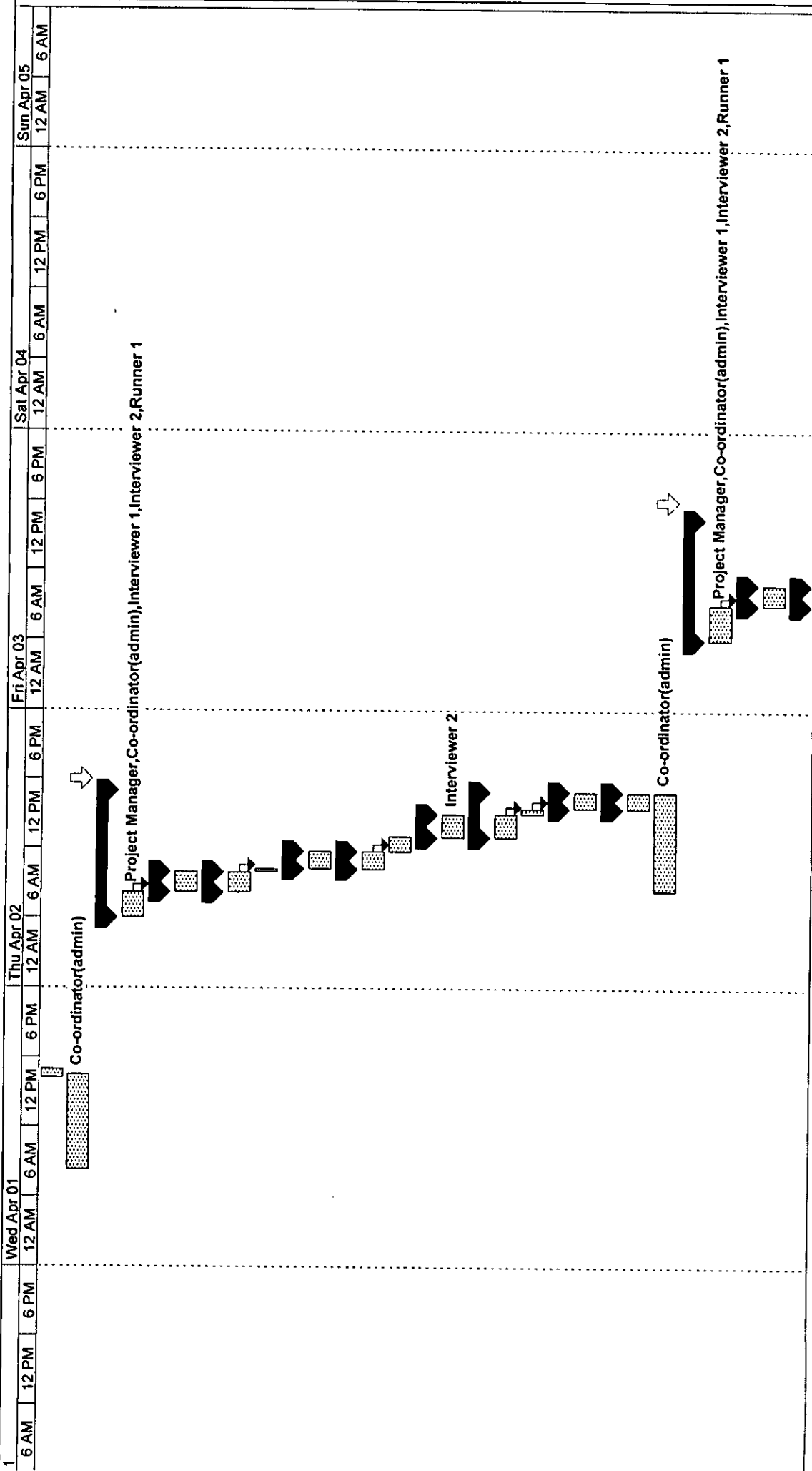
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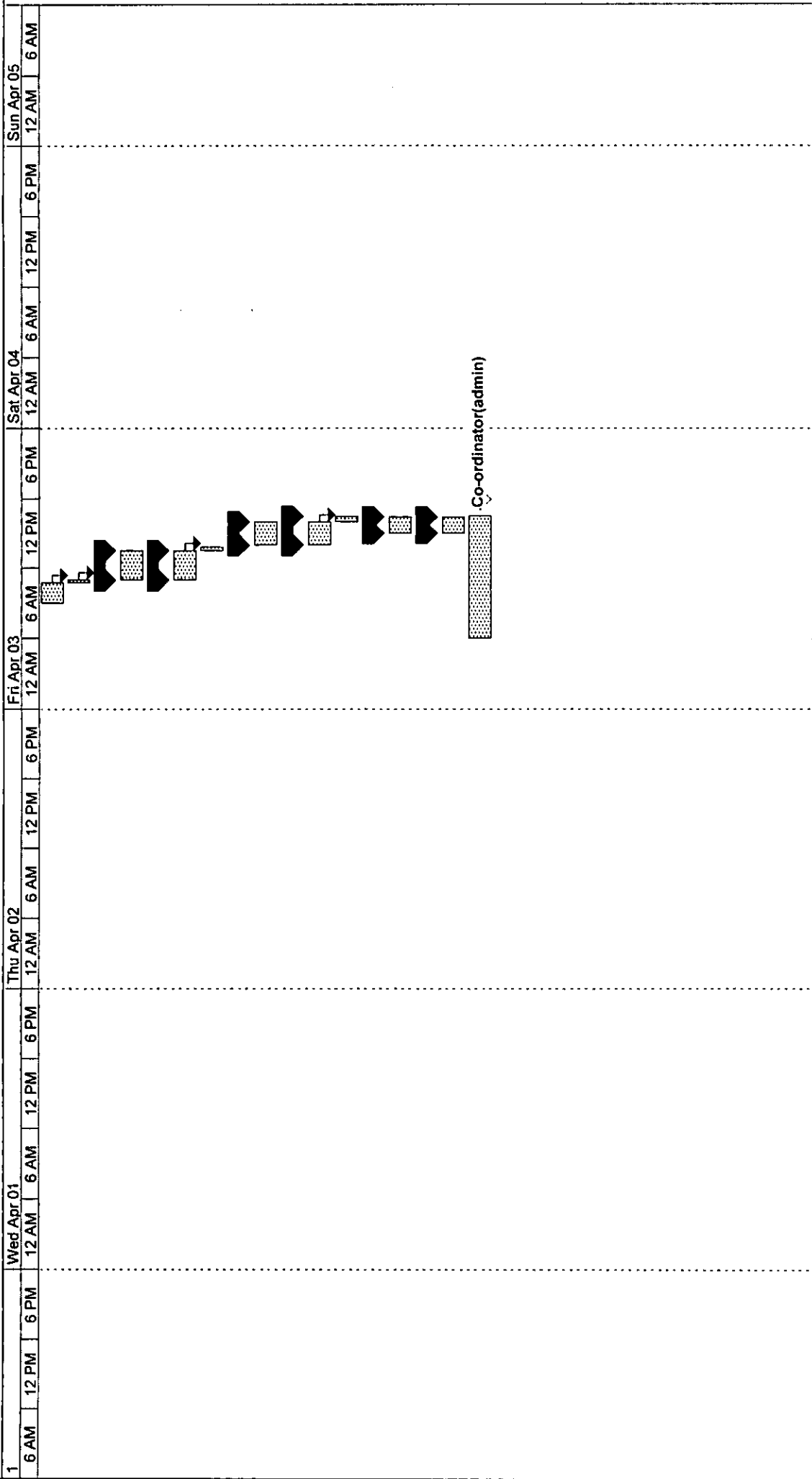
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1	Wed Apr 01				Thu Apr 02				Fri Apr 03				Sat Apr 04				Sun Apr 05			
	6 AM	12 PM	6 PM		6 AM	12 PM	6 PM		6 AM	12 PM	6 PM		6 AM	12 AM	6 PM		6 AM	12 AM	6 PM	

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Mon Apr 06			Tue Apr 07			Wed Apr 08			Thu Apr 09			Fri Apr 10																					
12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 PM	12 AM	6 AM	12 PM																			

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[illegible]

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Mon Apr 06		Tue Apr 07		Wed Apr 08		Thu Apr 09		Fri Apr 10	
12 PM	6 PM	12 AM	6 AM	12 PM	6 PM	12 AM	6 AM	12 PM	6 PM

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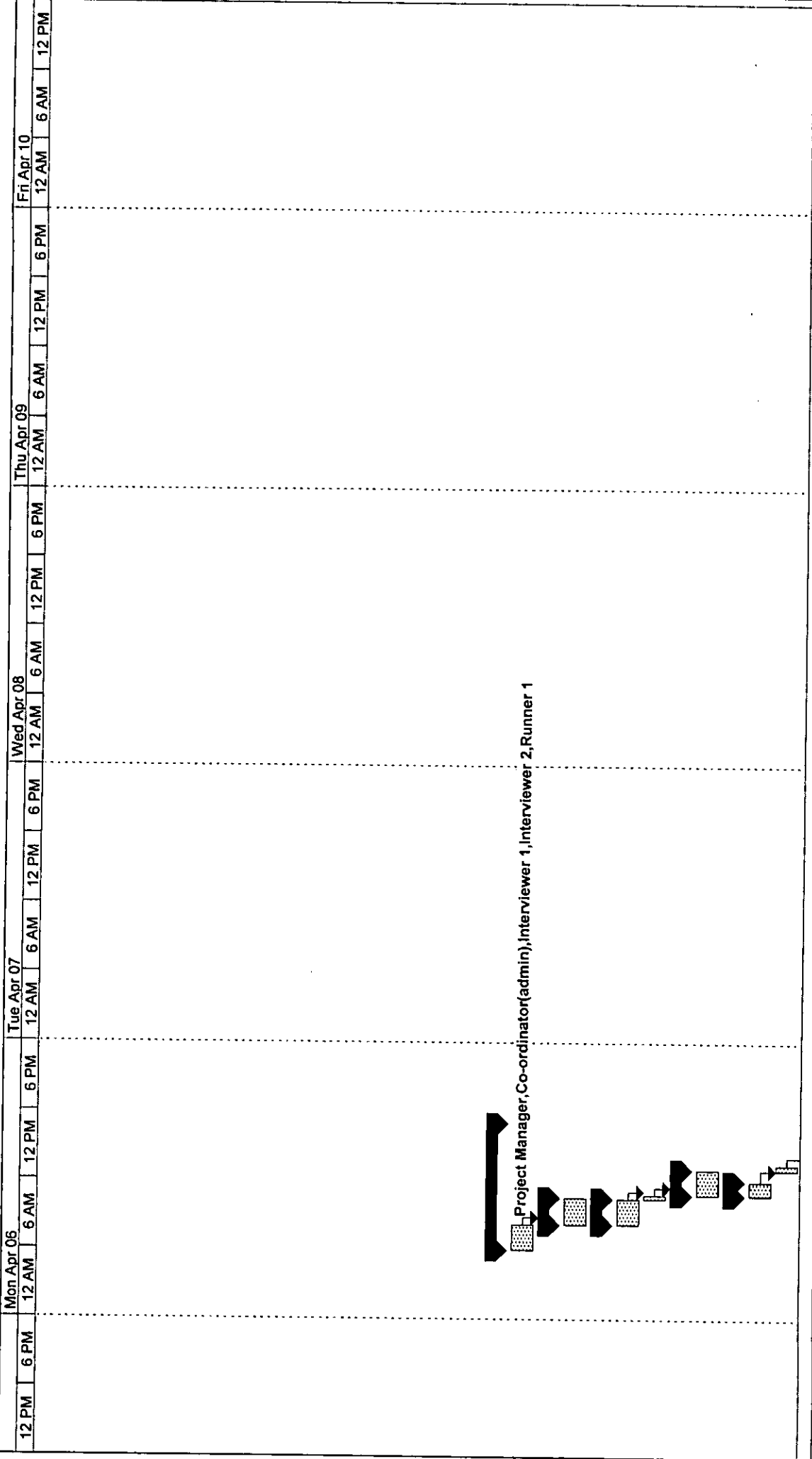
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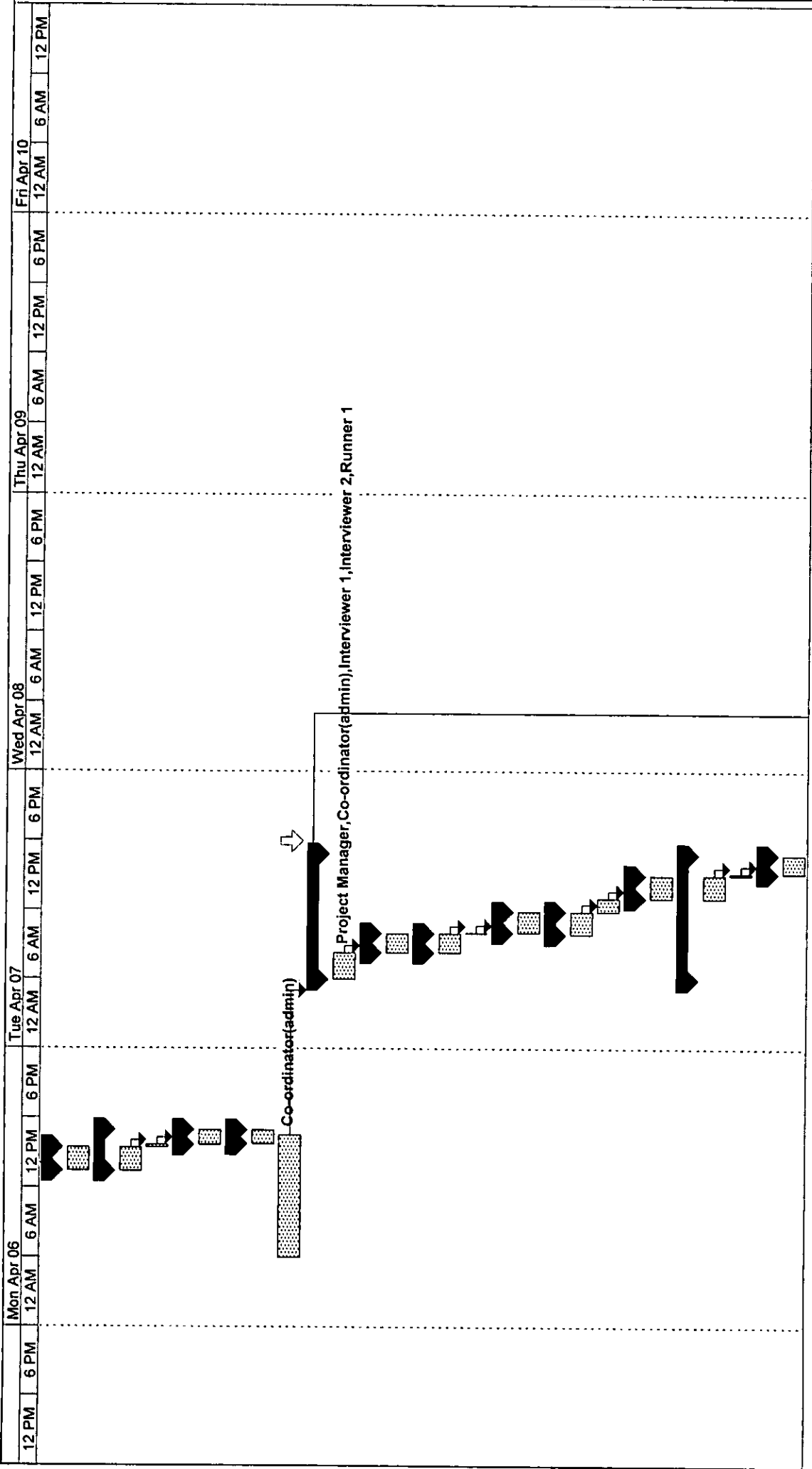
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External Milestone

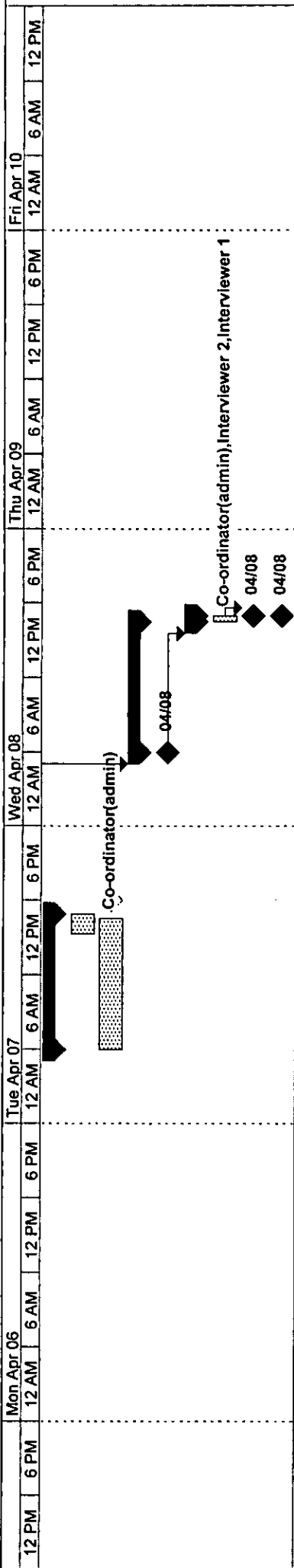
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# FIDELITY SECURITY SERVICES RECRUITMENT AND SELECTION PROJECT PLAN



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YEARS OF EXCELLENCE

SECURITY GROUP

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2008

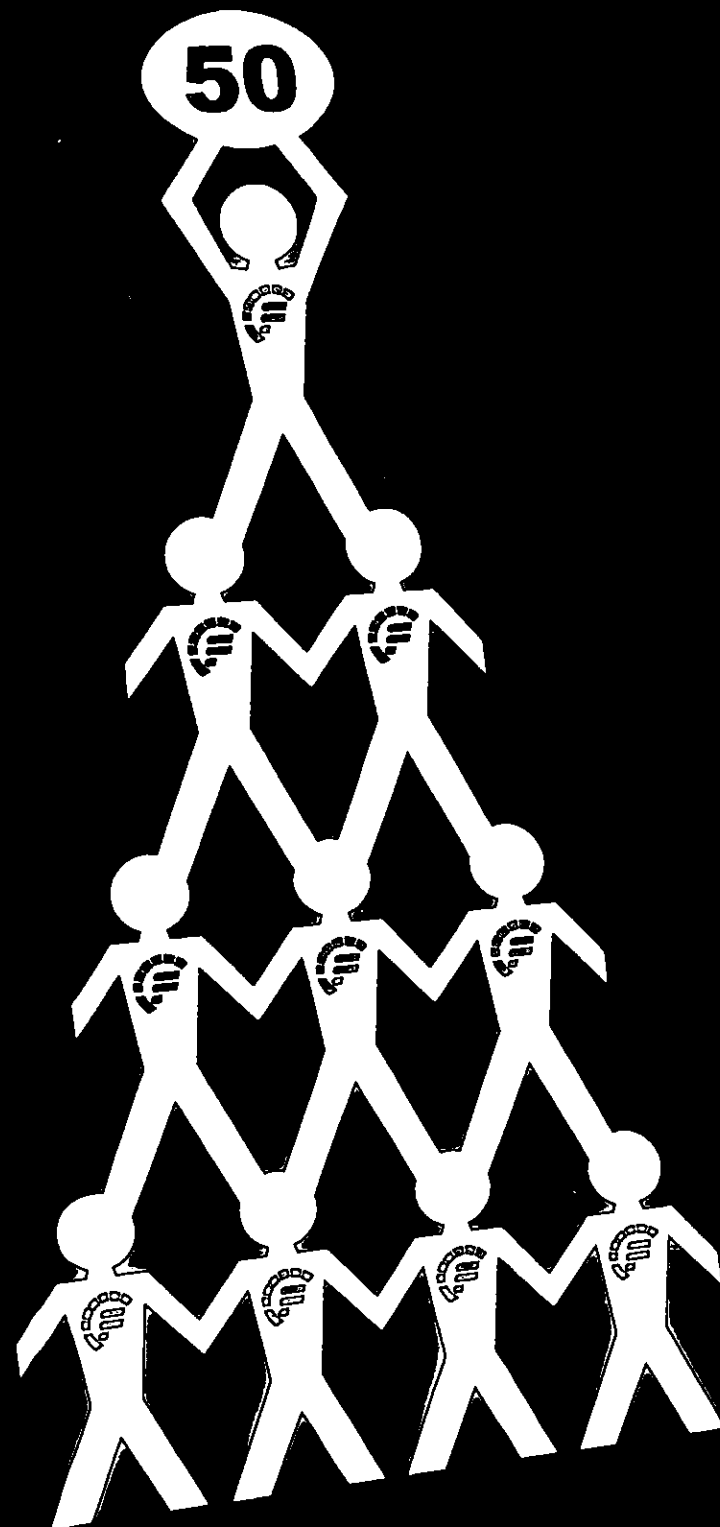
FIDELITY SECURITY GROUP (PTY) LTD  
Reg. No. 2002/030292/07 - PSIRA Reg. 0511174  
HEAD OFFICE

Fidelity Park, 170 Grosvenor Road, Bryanston, 2021  
P/Bag X54, Bryanston, 2021.

Tel: 011 244 3900  
Fax: 011 244 4901

[www.fidelitysecurity.co.za](http://www.fidelitysecurity.co.za)

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 RETAIL SECURITY  
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 BUSINESS PARK SECURITY  
 RESIDENTIAL ESTATE SECURITY  
 ARMED SECURITY OFFICERS  
 GAMING & CASINO SECURITY

REACTION SERVICES  
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 INSTALLATIONS

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 TRAINING AND DEVELOPMENT

FINANCIAL SERVICES  
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 RISK ANALYSIS  
 INVESTIGATIONS

PERSONAL PROTECTION

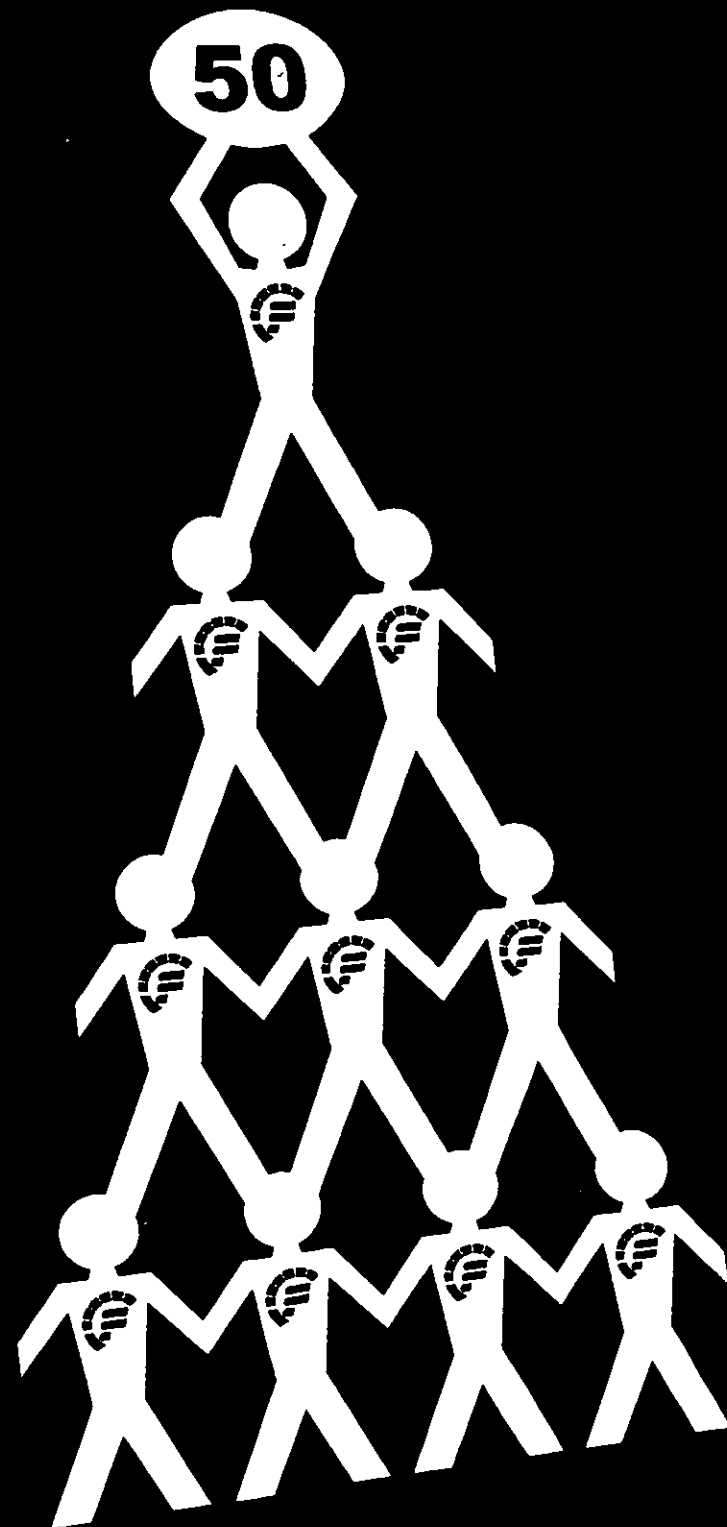
A LIST OF BRANCHES AND CONTACT NUMBERS  
 CAN BE FOUND ON OUR WEBSITE.



MOSSGUARD PROTECTION SERVICES (PTY) LTD



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 REMOTE MONITORING  
 TECHNICAL SERVICES  
 INSTALLATIONS

CORPORATE SERVICES  
 TRAINING AND DEVELOPMENT

FINANCIAL SERVICES  
 PARKING MANAGEMENT  
 VEHICLE TRACKING  
 RISK ANALYSIS  
 INVESTIGATIONS

PERSONAL PROTECTION

A LIST OF BRANCHES AND CONTACT NUMBERS  
 CAN BE FOUND ON OUR WEBSITE.



# 50

YEARS OF EXCELLENCE

**FIDELITY SECURITY GROUP (Pty) Ltd**  
Reg. No. 2002/030292/07 – PSIRA Reg. 0511174  
**HEAD OFFICE**  
Fidelity Park, 170 Grosvenor Road, Bryanston, 2021  
P/Bag X54, Bryanston, 2021.  
Tel: 011 244 3900  
Fax: 011 244 4901

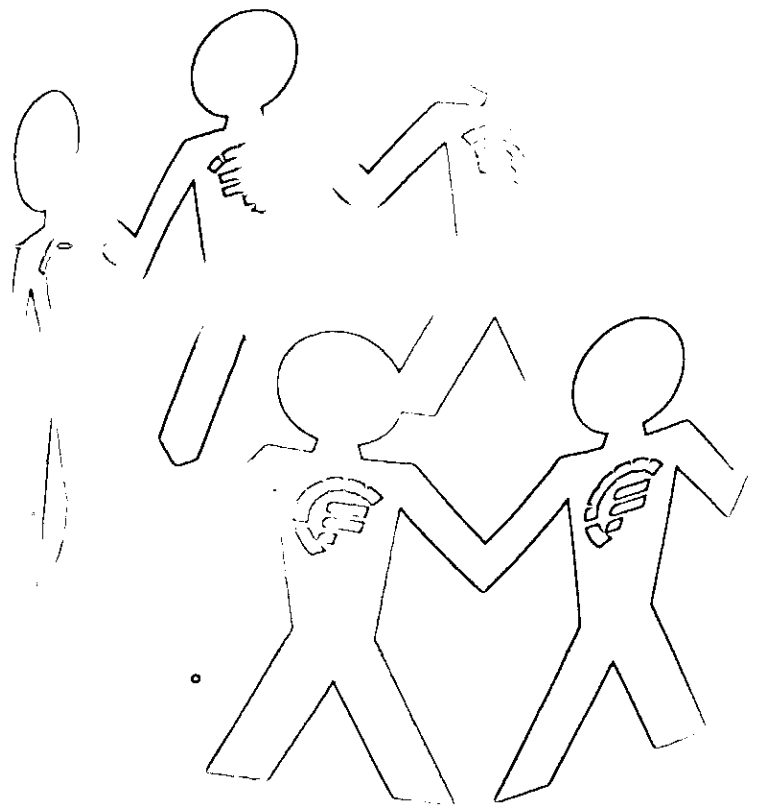
[www.fidelitysecurity.co.za](http://www.fidelitysecurity.co.za)



SECURITY GROUP

**ANNUAL REPORT**  
**2008**

# COMPANY INFORMATION



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# COMPANY INFORMATION

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**COMPANY REGISTRATION NUMBER:** 2002/030292/07

**REGISTERED ADDRESS:** Fidelity Office Park  
170 Grosvenor Road  
Bryanston  
2021

**POSTAL ADDRESS:** Private Bag X54  
Bryanston  
2021

**AUDITORS:** PricewaterhouseCoopers Inc.  
Johannesburg

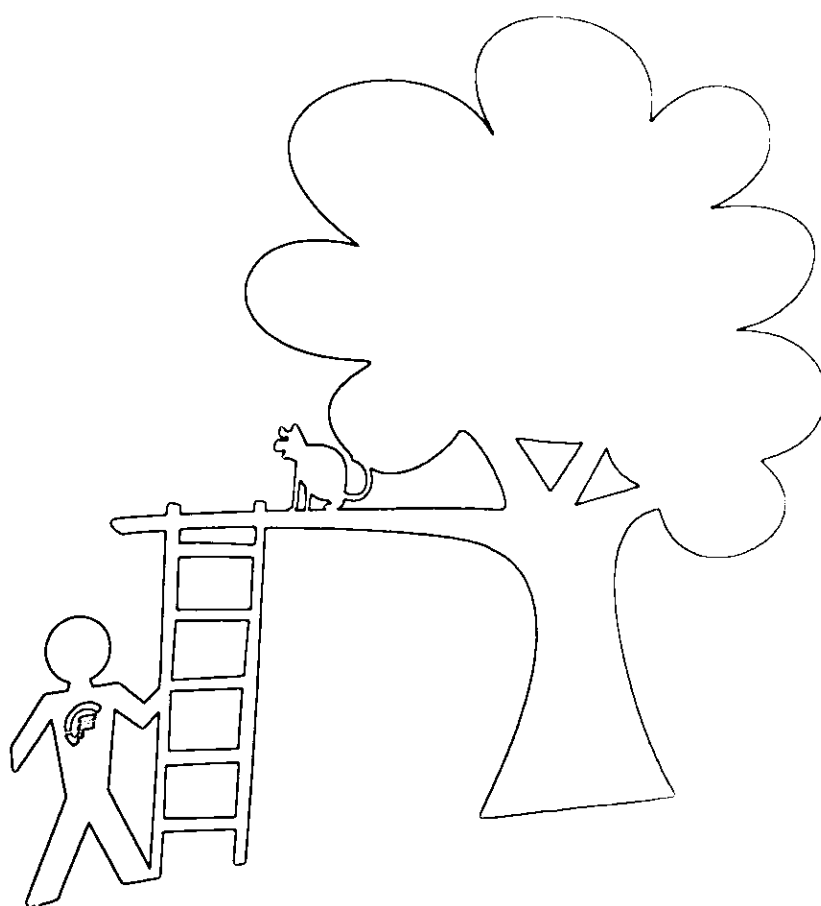
**BANKERS:** ABSA Bank Limited  
Standard Bank of South Africa Limited  
First National Bank Limited  
Nedbank Limited

**ATTORNEYS:** Blake Bester Inc.



# CORPORATE GOVERNANCE STATEMENT

*for the year ended 29 February 2008*





## SCOPE

*Good corporate governance is an integral part of the Group's operations and is monitored at all levels and subsidiaries within the Group. Accordingly the Group remains committed to the principles set out in the King Report and the Board recognizes the need to conduct business with integrity and in accordance with generally accepted corporate practices. During the year under review a number of initiatives were implemented by the Board of Directors via the specific Board Committees. Progress at each committee is reported accordingly.*

Specifically, the directors report as follows:

## BOARD OF DIRECTORS

The Shareholders Agreement signed on 24 November 2006 currently governs the activities of the Board.

## BOARD COMPOSITION

In terms of the Shareholders Agreement, each Shareholder may appoint one director for every 7.5% of ordinary shares held in the issued share capital. The number of directors to be appointed shall not exceed thirteen. The Board consists of two executive directors and eight non-executive directors.

The Board of Directors is scheduled to meet quarterly, with ad hoc meetings convened to consider specific matters. Such ad hoc meetings include the consideration of the annual business plans, budgets and risks facing the Group.

The Board maintains effective control over the activities of the Group. It reviews strategy, plans, performance, acquisitions and the material matters reserved for its deliberation are contained in the Shareholders Agreement as Undertakings and Protection of Minority Interests. It continues to subscribe to the philosophy of decentralised responsibility with centralised financial control. It is supplied with the information which it deems necessary to discharge its obligations.

The Group does not have a committee responsible for nominating directors. There is no formal rotation of directors. All directors are appointed in terms of the Shareholders Agreement. Shareholders are satisfied that the Board has the diversity of skills, acumen and experience to properly fulfil its responsibilities.

Directors are required to inform the Board timeously of conflicts or potential conflicts of interest that they may have in relation to particular items of business and are obliged to recuse themselves from discussion or decisions relating to such matters. Directors are also required to disclose shareholdings in other companies as well as their other directorships at least annually and to inform the Board when changes occur.

Adequate directors' and officers' insurance has been taken out by the Group. No claims under the relevant policy were lodged during the year under review.

There is no formal assessment for directors in place during the year under review, but it is envisaged that this will be instituted in the 2009 financial year.

While taking cognisance of the costs all entities and foreign subsidiaries are required to subscribe to the spirit and principles of the Code. The heads of the various operating units within the Group are tasked with ensuring compliance, with this being monitored centrally. All Exco members as defined in the Shareholders Agreement are tasked with the same responsibilities as directors

The role of Chairman is filled by a non-executive director, appointed by the Board, and representing a major shareholder and that of Chief Executive Officer by an executive director, which, in the opinion of the shareholders, is acceptable in the light of the strong non-executive representation on the Board. The Group remains owner-managed, with all the directors being shareholders or shareholder representatives.

## COMPANY SECRETARY

The Group Company Secretary is empowered and required by the Board to ensure compliance with Group procedures, as well as with relevant statutes and regulations. All directors have unrestricted access to information pertaining to the Group, and to the services of the Secretary. The Group Company Secretary also acts as advisor to the Board. The directors are entitled, with the prior knowledge of the Chief Executive Officer, to have access to senior management and to all relevant Group information.

The Group Company Secretary calls and records proceedings of all meetings of directors including that of subsidiaries and Board Working Committees. The name of the Group Company Secretary may be found on page 11 of the annual report.



## BOARD COMMITTEES

The Group is governed by a central Board of Directors with subsidiaries having their own boards in line with specific shareholders' agreements. Each of the committees act within the agreed terms of reference and the Chairman of each committee reports, where appropriate to the Board at scheduled meetings. The minutes of committee meetings are tabled at Board meetings. The non-executive Chairman of the Board does not chair any committee meetings. All Chairpersons on Board committees are non-executive directors.

### AUDIT COMMITTEE

The audit committee comprises three members, and interested parties including shareholders and Executive Management, are regularly invited to its meetings. It is chaired by a non-executive director, Mr Stephen Brown, and comprises two other non-executive directors. Two executive directors, the internal audit manager and two external auditors attend committee meetings by invitation.

The internal audit manager reports to the Group audit committee and Group Chief Executive Officer on audit related matters and to the Group Chief Financial Officer on day to day matters. The internal audit manager has unrestricted access to the committee chairman. Open disclosure of any matters pertaining to the conduct of audits is encouraged. The committee is scheduled to meet quarterly and also on an ad hoc basis to consider specific matters. The Audit Charter which was adopted on 29 November 2006 determines the activities of the audit committee. The Charter is reviewed annually and changes recommended to the Board for approval.

The duties of the audit committee include:-

- Reviewing and recommending to the board annual financial statements
- Dealing with matters relating to financial and internal control, accounting policies, reporting and disclosure
- Dealing with the engagement of external auditors and fees payable to external auditors
- Reviewing and approving internal audit, compliance and forensic service policies, plans, reports and findings
- Ensuring compliance with applicable legislation and regulations
- Evaluating the performance of the External auditors
- Reviewing External audit plans, findings and reports

The committee makes every effort to keep abreast of current and emerging trends in accounting and particularly the introduction of International Financial Reporting Standards (IFRS).

### REMUNERATION COMMITTEE

The Group has a remuneration committee comprising four non-executive and two executive directors. This committee determines remuneration packages for those executives serving as directors on the holding and subsidiary company boards. The deliberations of this committee are substantially influenced by independent third party consultants and remuneration surveys.

Consideration and recommendations to the Board on matters such as succession planning, performance bonuses, short and long terms incentives including retention strategies are deliberated by the committee. Incentives are structured in such a way that they are linked to the Group's profit targets for the year.

All shareholders are fully apprised of the earnings of all the directors and Executive Management, and hence no further disclosure of directors' earnings is made in this report. No restraint payment commitments, term contracts, or any extraordinary obligations were afforded to any of the directors during the year under review.

In terms of clause 12 of the Shareholders Agreement the company exercised the option via a Share Participation trust to acquire 2% of the Group's equity. This was financed through the Group. At year end no allocations had been made. The remuneration of directors is determined in terms of the Deloitte Remuneration Executive Survey Guide.

### EXECUTIVE COMMITTEE

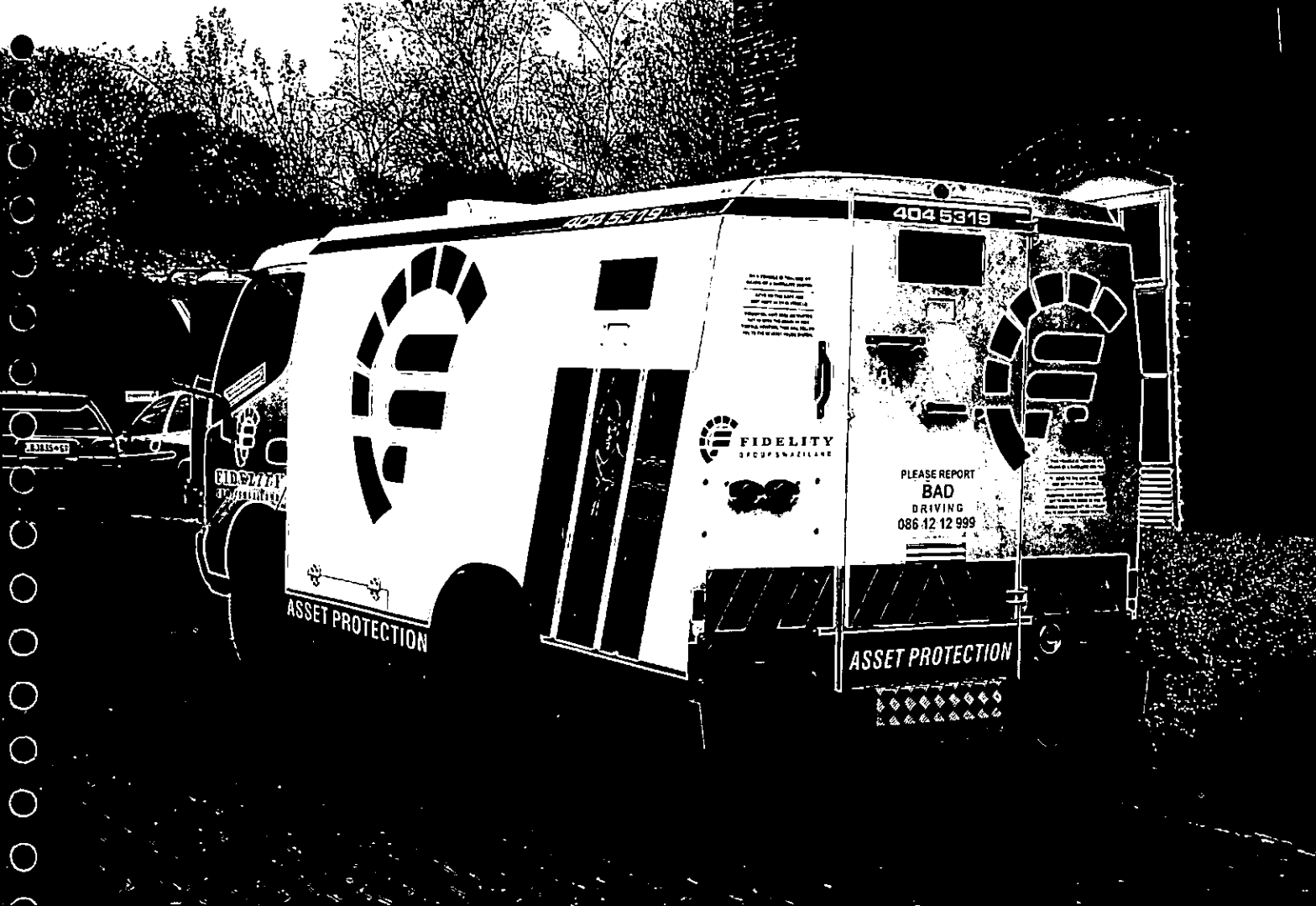
The executive committee comprises senior executive representation from the operating regions, as well as senior executives of each of the Group's support functions. The committee meets approximately monthly and is responsible for executing strategy, the Group annual approved Business Plan and for the promotion of internal liaison. This committee is chaired by the Chief Executive Officer. Where necessary decisions of the Executive Committee are referred to the Board for approval.

### BEE COMMITTEE

The Group has established a committee to foster Black Economic Empowerment. The committee is chaired by a non-executive director and comprises the Group Chief Executive Officer, the Chief Financial Officer and a non-executive director. The Group Legal Counsel, the Group Corporate Affairs Executive and the Group Human Resources Executive attend these meetings by invitation.

The committee meets quarterly and is responsible for the formulation and monitoring of Group policy and practices pertaining to equity ownership, employment equity, affirmative procurement, enterprise development,





## ARMOURED ASSET PROTECTION UNIT

community social development, BEE management and skills development. These policies are also entrenched in the Shareholders Agreement and mandated by the Board of Directors.

After a strategic workshop during the year under review, a firm of Human Resource consultants have been retained to advise the Group on improving its ratings and furthering training initiatives to employees, suppliers and SMME's.

The Group has attained an Empowerdex AA rating through Fidelity Security Services (Pty) Ltd by ensuring compliance with the defined ownership levels. In addition, through the shareholding structure, the Group intends to empower black women in the management of the Company, and also impart skills through various training programmes, actively support the development of small business through joint venture agreements, supports affirmative procurement policies wherever possible, and has been actively involved in social development programmes through donations to the under-privileged community and training programmes for non-employees.

## RISK MANAGEMENT COMMITTEE

The Board acknowledges its responsibility for risk management and has implemented various control systems to regularly identify, evaluate and manage significant risks. These systems provide reasonable, albeit not absolute, assurance that risks are adequately managed. The committee is chaired by a non-executive director and comprises two other non-executive directors, the Group Chief Executive Officer, and the Chief Financial Officer. The Group Legal Counsel and the Group Insurance Manager attend by invitation.

The Group risk management approach is that all risks must be identified and managed and that the risks taken must be commensurate with the reward, relative to the Group's risk appetite. The Group's ultimate objective in this regard is to ensure that a quality risk management culture is sustained throughout its operations.

The risk committee meets every quarter and reports its activities to the Board on that basis. The committee is mandated by a Terms of Reference as approved by the Board while management are responsible for implementing and managing the risk profile of the Group.



## INTERNAL CONTROL

The Board acknowledges its responsibility for internal control and has implemented measures for the regular review of the Group's various operational and financial control systems. These measures are designed to provide reasonable, albeit not absolute, assurance that transactions are conducted in accordance with levels of authority, that assets are appropriately protected, and that the activities of the Group are properly recorded.

Operating and financial policies and procedures are documented in an array of system manuals, the contents of which are communicated to all the necessary parties, either directly or through the Group's intranet.

The Group's quality management systems comply with the ISO 9001:2000 standard which became effective in February 2003. Quality management systems are entrenched within the Group, so that the system audits conducted by both the internal quality management services department, and by affiliate companies of the South African Bureau of Standards, reinforce the reliability of the Group's internal control systems.

The performance of the Group is monitored by the production and distribution of weekly operational reports, monthly management reports, the monitoring of various components of working capital and borrowings, the evaluation of results against budget and against prior period results.

Employees are encouraged to report any unethical or dishonest behaviour in confidence to an independent third party contracted to provide the Group with "whistle blowing" services. This facility is continuously promoted by the Group with contact numbers on posters and payslips.

Management and the internal and external auditors work collectively to provide assurance to the Board that the systems can be relied upon.

## CODE OF ETHICS

The Group continues to use the code of ethics previously circulated by the Fidelity Services Group Limited. Copies of the document have been distributed to all premises from which the Group conducts its business, to be displayed primarily for the benefit of employees, but also for all stakeholders. The Group prides itself in a long-standing commitment to ethical behaviour. We constantly reinforce this commitment among our senior executives, in the belief that they should be seen to be active champions of this philosophy.

The internal audit department monitors compliance, and where necessary, the Board of Directors will act on non-compliance. Notwithstanding our efforts in this regard, isolated instances of unethical behaviour have been noted from time to time, at both operational and managerial levels. These have been severely dealt with.

## EMPLOYEES

It is important that all our employees are treated fairly with dignity and respect, and our human resource strategies are aimed at ensuring that all staff are competent in their roles.

The Group will not function in the absence of formal communication with its employees. Communication structures take various forms appropriate to the nature and location of the business entities, and are supported by a representational relationship with employee bodies and trade unions. Employee advancement is encouraged and assisted by participative structures for employment matters, training, non-discrimination and equal opportunities for all employees.

The Group continues to strive for a workforce structure that is representative of the country's demographics, not only at supervisory level, but increasingly within all levels of the management structure. This is being achieved through fair workplace practices and staff advancement as stated previously.

The Group complies with the requirements of the Employment Equity Act





## **SOCIAL RESPONSIBILITY; THE ENVIRONMENT; HEALTH & SAFETY**

### **SOCIAL RESPONSIBILITY**

The Group does not have a formal social responsibility programme but, by virtue of the size of its staff complement, it has endeavoured to uplift the circumstances, firstly of its own employees and secondly of the environment from which they are drawn.

This upliftment is achieved through employment of staff on a national basis by a financially sound company together with donations in various forms to deserving charities within the local communities. The staff benefit fund continues to support employees in distress.

With in excess of 30 000 employees the Group has committed to help prevent and combat HIV and Aids in the workplace and in the communities it serves. Awareness campaigns were launched last year with an education programme planned for the current year.

### **ENVIRONMENT**

The Group is mindful of the impact its significant number of vehicles, paper usage and other wastage can have on the environment. However, in its commitment to the broader

## **RETAIL SECURITY**

goal of protecting the environment, the Group's various training programmes and recycling initiatives sensitise employees to the need for constructive environmental practices. The Group intends to formalise an environmental policy to include fuel and other issues in the ensuing year. We intend policing these policies through the entrenched Quality Management system.

### **HEALTH AND SAFETY**

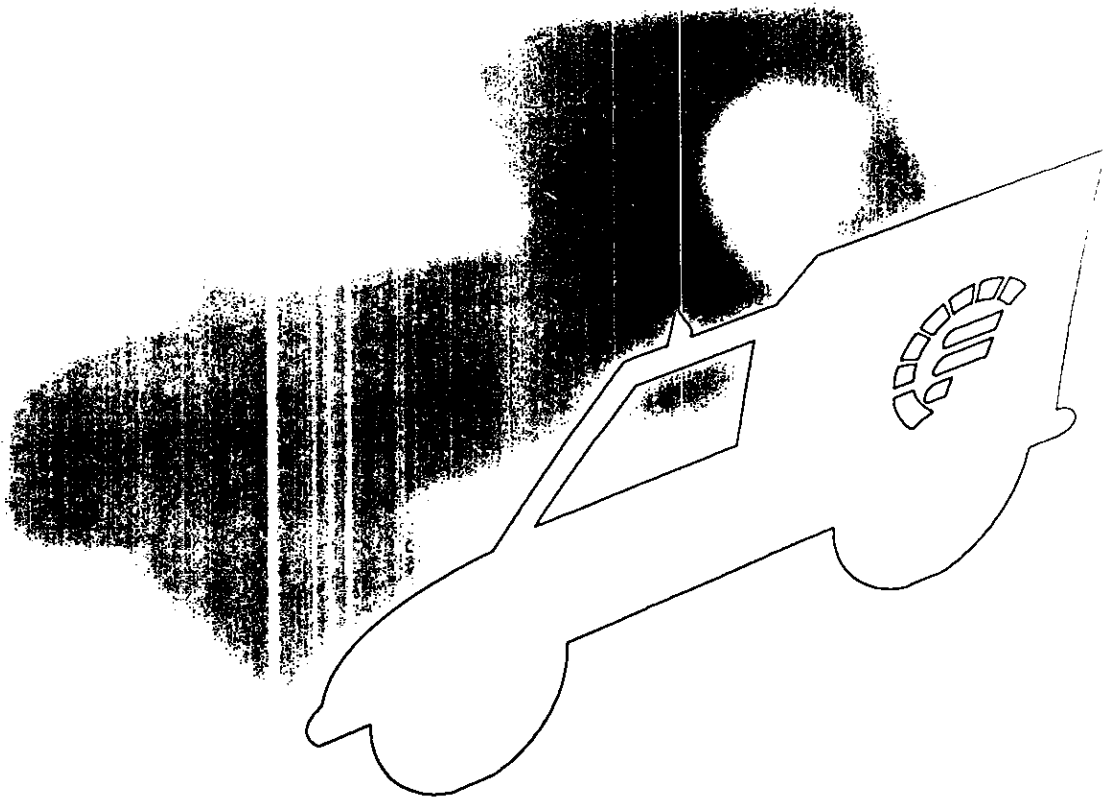
Training in occupational safety forms part of the course material for all security officers employed in the guarding and armed response industries. Safety officers are trained and appointed wherever necessary, and the internal audit function includes verification of due compliance. Monitoring of workplace accidents is contracted out to a specialist third party, which reports appropriately.

The safety of operational employees, particularly those engaged in security and cash handling activities, receives considerable attention, both through the process of training, and through research and development of technology and other means to protect our employees and the assets they protect.



# STATEMENT OF RESPONSIBILITY BY THE BOARD OF DIRECTORS

*for the year ended 29 February 2008*



## CERTIFICATE BY THE COMPANY SECRETARY

*for the year ended 29 February 2008*

The directors are responsible for the preparation, integrity and fair presentation of the financial statements of Fidelity Security Group (Pty) Limited ('the Company') and of the Company and its subsidiaries ('the Group'). The financial statements presented on pages 15 to 62 have been prepared in accordance with South African statements of Generally Accepted Accounting Practice (SA GAAP), and include amounts based on judgements and estimates made by management.

The directors consider that in preparing the financial statements they have used the most appropriate accounting policies, consistently applied and supported by reasonable and prudent judgements and estimates, and that all SA GAAP that they consider to be applicable have been followed. The directors are satisfied that the information contained in the financial statements fairly presents the results of operations for the year and the financial position of the Group at year end. The directors also prepared the other information included in the annual report and are responsible for both its accuracy and its consistency with the financial statements.

The directors are responsible for ensuring that accounting records are kept. The accounting records should disclose with reasonable accuracy the financial position of the Group to enable the directors to ensure that the financial statements comply with the relevant legislation.

The Group operated in a well-established control environment, which is well documented and regularly reviewed. This incorporates risk management and internal control procedures, which are designed to provide reasonable, but not absolute, assurance that assets are safeguarded and the risks facing the business are being controlled.

The going-concern basis has been adopted in preparing the financial statements. The directors have no reason to believe that the Group will not be a going concern in the foreseeable future, based on forecasts and available cash resources. These financial statements support the viability of the Group.

The Code of Corporate Practices and Conduct has been adhered to.

The Group's external auditors, PricewaterhouseCoopers Incorporated, audited the financial statements, and their report is presented on page 13.

The financial statements were approved by the Board of Directors on 12 June 2008 and are signed on its behalf:

  
**W J Bartmann**  
Group Chief Executive Officer

  
**V S Maharaj**  
Group Chief Financial Officer

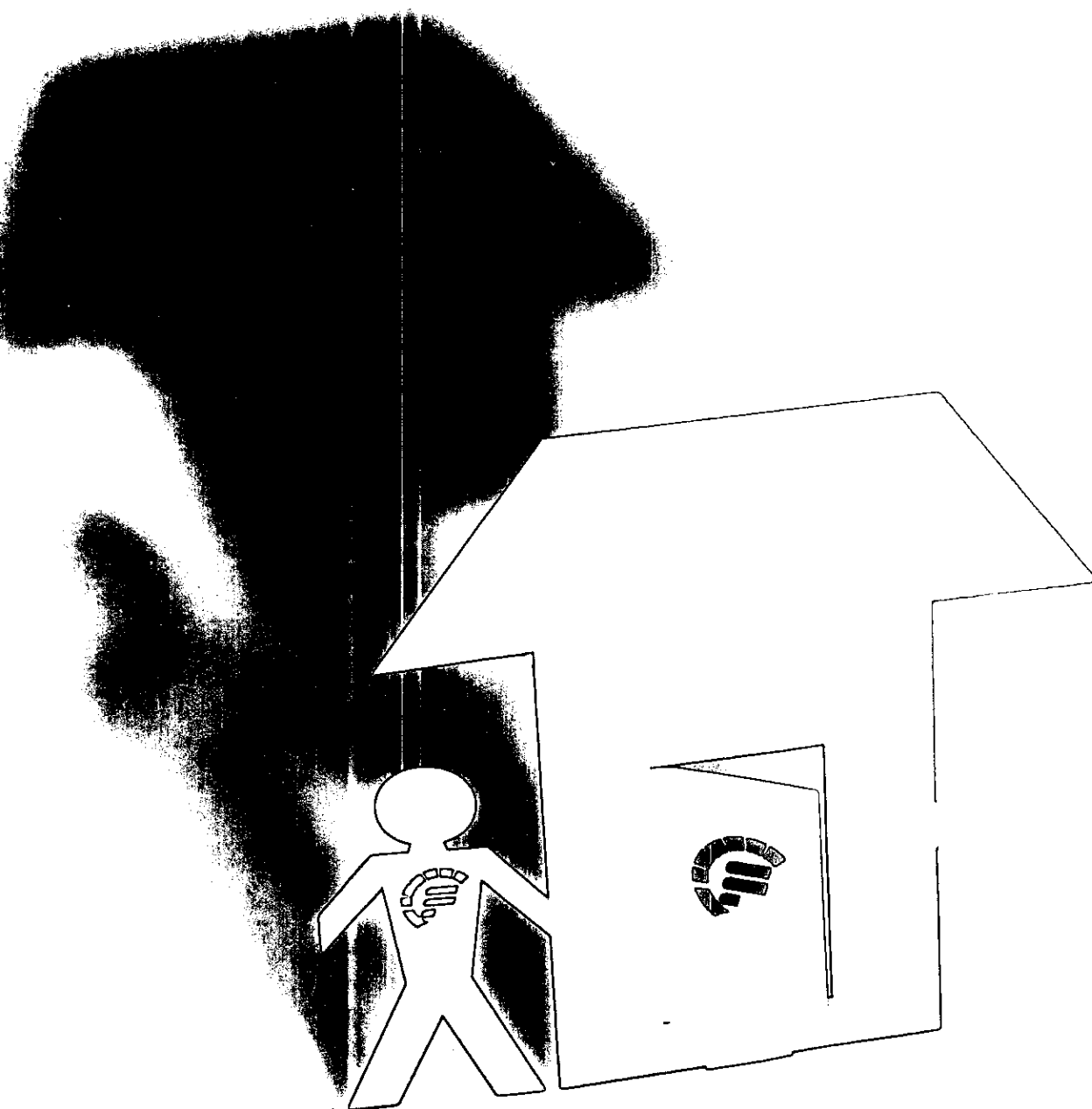
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In my opinion as Company Secretary, I hereby confirm, in terms of the Companies Act of South Africa that for the year ended 29 February 2008, the Company has lodged with the Registrar of Companies all such returns as are required of a private company in terms of this Act, and that all such returns are true, correct and up to date.

  
**G A Raw**  
Group Company Secretary  
12 June 2008



# REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF FIDELITY SECURITY GROUP (PTY) LIMITED





PricewaterhouseCoopers Inc  
Reg. no. 1998/012055/21  
2 Eglin Road  
Sunninghill 2157  
Private Bag X36  
Sunninghill 2157  
South Africa  
Telephone +27 (11) 7974000  
Facsimile +27 (11) 797 5800  
[www.pwc.com/za](http://www.pwc.com/za)

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF FIDELITY SECURITY GROUP (PTY) LIMITED

We have audited the annual financial statements and group annual financial statements of Fidelity Security Group (Pty) Limited, which comprise the directors' report, the balance sheet and the consolidated balance sheet as at 29 February 2008, the income statement and the consolidated income statement, the statement of changes in equity and the consolidated statement of changes in equity, the cash flow statement and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on page 15 to 62.

### Directors' responsibility for the financial statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with south african statements of generally accepted accounting practice and in the manner required by the companies act of south africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with international standards on auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Audit opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the company and of the group as of 29 February 2008, and their financial performance and their cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice and in the manner required by the Companies Act of South Africa.



PricewaterhouseCoopers Inc.  
Director: George Hauptfleisch  
Registered Auditor

Johannesburg  
12 June 2008

## SCOPE

*The directors present their annual report, which forms part of the audited financial statements of Fidelity Security Group (Pty) Limited ('the Company') and of the Company and its subsidiaries ('the Group') for the year ended 29 February 2008.*

## PRINCIPAL ACTIVITIES OF THE GROUP

The Company's subsidiaries offer diversified services, principally in the provision of security officer services, armed response, bank monitoring, micro-lending, escorting pension payouts, parking management and remote monitoring. The Company remains an investment holding company.

## FINANCIAL RESULTS

The trading results for the year are as reflected in the Group income statement as set out on page 23.

All principal activities within the Group, except for Gulf Fidelity Security Services LLC, performed satisfactorily. The portion of revenue attributable to each of the Group's principal trading activities and the extent to which each of these contributed to the operating profit for the year before financing costs is as reflected in Note 14 to the financial statements.

	GROUP		COMPANY	
	2008	2007	2008	2007
	R'000	R'000	R'000	R'000
Total assets	317 783	246 761	30 849	30 544
Total borrowings	221 993	236 383	28 702	28 127
Total borrowings from shareholder	104 950	100 880	–	–
Revenue	1 372 900	1 081 489	–	–
Operating profit*	75 317	74 029	–	–
• SADC	89 003	74 029	–	–
• UAE	(13 686)	–	–	–
Net finance cost	31 134	28 595	–	–
Earnings per share	2 439	6 559	–	–
Headline earnings per share	3 799	3 864	–	–

\* Operating profit includes Gulf Fidelity Security Services LLC, which has been proportionately consolidated at 60% (see below).

## GULF FIDELITY SECURITY SERVICES LLC

The Group undertook an effective 49% equity investment and 60% profit-sharing arrangement with a partner, Mr Farouk Kamber Awazi, in Dubai. Operations began in March 2007 with a Memorandum of Understanding governing the relationship from inception of the business to the initial date of signature. The investment was made through the wholly-owned Fidelity Security Investments (Pty) Ltd and the final Shareholders Agreement and related loan agreements were signed on 4 December 2007.

At year end the business had 493 security officers. Break-even on a revised budget amounted to 1800 security

officers and debtors days stood at 81. A slow down in sales and payments has had a material impact on the business. Senior management intend to make regular visits and encourage the already good governance and Fidelity reputation, with pro-active marketing and operational initiatives at all levels to stimulate the turnaround needed in the growing Dubai economy.

To year end, the Group has advanced a total of R39 million which includes set up and operational costs for the foreign entity. The advances comprise an interest-free loan with a maturity term of 84 months and a 6% interest-bearing loan maturing after 66 months. Repayment will commence 60 months and 24 months after start-up for the interest-free and interest-bearing loans respectively.



## DIRECTORS' REPORT

Results of Gulf Fidelity Security Services LLC that have been consolidated in the Group are as follows:

	2008 R'0000
Total assets	11 466
Liabilities – borrowings from SADC	(22 309)
Other liabilities	(2 834)
Revenue	10 749
Operating loss	(13 686)
Operating cash flow	(22 139)
Average debtor days	90 days

### EVENTS SUBSEQUENT TO THE BALANCE SHEET DATE

The Board is currently assessing the business on a turnaround basis based on UAE management commitment to new business and cost restructuring.

### SIGNIFICANT CLAIMS

#### AIRPORT HEIST 2001

The action arose as a result of a heist occurring at the then Johannesburg International Airport in December 2001. The matter has been heard in an arbitration hearing wherein the action was split into the direct plaintiff and defendant action and that of the defendant and third party. The arbitrator found that our employee was acting outside the course and scope of his employment. An appeal against the award has been raised. Independent legal opinion is of the view that the Group will not incur significant losses.

#### AIRPORT HEIST 2006

The action arose as a result of a heist at Oliver Tambo International Airport on 25 March 2006. We have lodged a plea and furthermore in turn attached various other parties. A trial date is awaited herein but it is anticipated that the parties will agree to arbitration as in the previous matter. Independent legal opinion is of the view that the Group will not incur significant losses.

### DIVIDENDS

No dividend was declared during the year other than those declared by the minority-owned subsidiaries

### DIRECTORS' INTERESTS IN CONTRACTS

No material contracts involving directors' interest were entered into in the current year.

### SUBSIDIARIES

The aggregate share of profits of Group companies for the year under review amounted to R23,909 million (2007: R65,584 million). Information relating to the Company's financial interests in its subsidiaries is set out in Note 29 to the financial statements.



## DIRECTORS AND EXECUTIVES

The following were Directors and Executives of the Company during the year under review:

### EXECUTIVE DIRECTORS

		APPOINTED
W J Bartmann	◆▲★■○	15/07/2003
V S Maharaj	◆▲★■○	15/07/2003

### NON-EXECUTIVE DIRECTORS

A Mabogoane	▲	18/07/2006	Chairman - Board of Directors
Advocate K Moroka (Mrs)	★○	29/09/2006	
R I Dickerson	▲	08/12/2005	
S J Brown	★▲○	14/12/2005	Chairman - Audit and Remuneration Committees
V P Mhlungu	■	08/12/2005	Chairman - BEE Committee
P Vundla	■	09/10/2007	
S Khumalo	★○	10/10/2007	Chairman - Risk Committee
TTN Zondi (Mrs)		06/03/2007	

### EXECUTIVE COMMITTEE MEMBERS

Mr LMD Bartmann	◆	01/03/2005	Group National Operations Executive
Mr CJF Bartmann	◆	01/03/2005	Regional Executive Kwa-Zulu Natal
Mr AAC Bartmann (Jnr)	◆	01/03/2005	Regional Executive Mpumalanga/N Province
Mr GJ Pretorius	◆	01/03/2005	Regional Executive NCape and Free State
Mr H Myburgh	○◆	01/03/2005	Group Legal Counsel

### INVITEES TO COMMITTEE MEETINGS

Mr G Jack	■◆	01/11/2007	Senior Corporate Affairs Executive
Mrs J Manyelo	◆**	17/03/2008	Group Human Resources Executive
Mr M Stephens	◆	01/11/2007	Group Marketing Executive
Ms P Mogotlane	★	01/03/2007	New Seasons Representative

### COMPANY SECRETARY

Mrs G A Raw	15/07/2003
-------------	------------

- ★ Audit Committee
- ▲ Remuneration Committee
- BEE Committee
- Risk Committee
- ◆ Executive Committee
- \*\* Appointed after year end



## SHARE CAPITAL

The issued shares as at the year end were held as follows:

### A) REDEEMABLE PREFERENCE SHARES

	2008	2007
The Guarding Trust	3,099	3,099
Eagle Creek Investments 393 (Pty) Ltd	15,861	15,861
Dickerson Investments (Pty) Ltd	40,520	40,520
Corvest 6 (Pty) Ltd	40,520	40,520

<b>Total</b>	<b>100,000</b>	<b>100,000</b>
--------------	----------------	----------------

The preference shares of 1 cent each confer the right for distribution of a dividend of R599 per share any time after 28 February 2009 as a once off payment. In the event that it is not paid prior to 1 March 2011, it shall be increased by 0.9% per month compounded and calculated on the last day of each month until it has been paid.

### B) ORDINARY SHARES

	Directly	2008	2007
New Seasons Investment Holdings (Pty) Ltd <sup>1</sup>	255,000	255,000	255,000
Khulani Holdings Ltd <sup>2</sup>	255,400	255,400	255,400
The Guarding Trust	30,990	30,990	30,990
Eagle Creek Investments 393 (Pty) Ltd	158,610	158,610	158,610
Dickerson Investments (Pty) Ltd	140,000	140,000	150,000
Corvest 6 (Pty) Ltd	140,000	140,000	150,000
Holdco-Guarding Share Participation Trust <sup>3</sup>	20,000	20,000	–

<b>Total</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
--------------	------------------	------------------	------------------

<sup>1</sup> New Seasons Investments (Pty) Ltd has a shareholding through RZT Zelpy 4824 (Pty) Ltd.

<sup>2</sup> Khulani Holdings Ltd has a shareholding through RZT Zelpy 4823 (Pty) Ltd.

<sup>3</sup> The Share Participation Trust acquired 10 000 shares each from Dickerson Investments (Pty) Ltd and Corvest 6 (Pty) Ltd on 08 February 2008 in terms of Clause 12 of the Shareholders Agreement

## INCORPORATION

The Company is incorporated in South Africa as a private limited company. The address of its registered office is:

### BUSINESS ADDRESS

Fidelity Office Park  
170 Grosvenor Road  
Bryanston  
2021

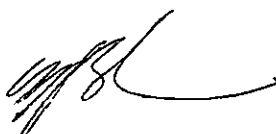
### POSTAL ADDRESS

Private Bag X54  
Bryanston  
2021

## AUDITORS

PricewaterhouseCoopers Incorporated have expressed their willingness to continue in office in accordance with Section 270(2) of the Companies Act of South Africa.

W J Bartmann  
12 June 2008



V S Maharaj






**Mr A Mabogoane**  
**CHAIRMAN**



**Mr W J Bartmann**



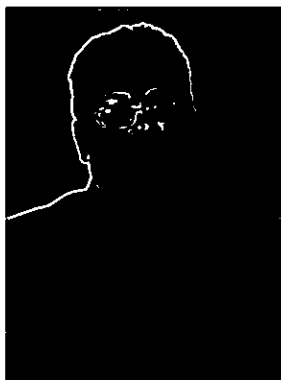
**Mr S J Brown**



**Mr R I Dickerson**



**Mr S Khumalo**



**Mr V S Maharaj**



**Mr V P Mhlungu**



**Advocate K Moroka**



**Mr P Vundla**



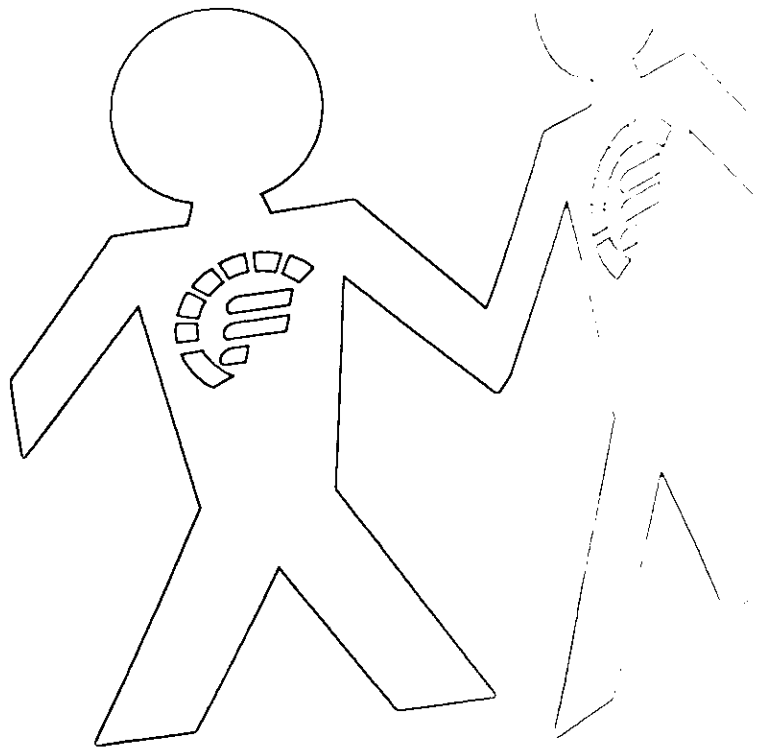
**Mrs TTN Zondi**

NOTES	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>ASSETS</b>				
<b>NON-CURRENT ASSETS</b>				
Property, plant and equipment	1	95 286	58 994	–
Investments	2	11	15	30 401
Loans to related parties	3	8 888	–	–
Deferred tax asset	4	64 462	63 460	–
		<b>168 647</b>	<b>122 469</b>	<b>30 401</b>
				<b>30 187</b>
<b>CURRENT ASSETS</b>				
Inventories	5	1 527	1 137	–
Trade and other receivables	6	133 367	91 611	448
Cash and cash equivalents	7	14 242	30 971	–
Non-current assets held for sale		–	573	–
		<b>149 136</b>	<b>124 292</b>	<b>488</b>
				<b>357</b>
<b>TOTAL ASSETS</b>		<b>317 783</b>	<b>246 761</b>	<b>30 849</b>
				<b>30 544</b>
<b>EQUITY AND LIABILITIES</b>				
<b>CAPITAL AND RESERVES</b>				
Share capital	8	1	1	1
Retained earnings		118 779	95 254	2 146
Foreign currency translation reserve		(615)	–	–
Fair value reserve	3	(6 813)	–	–
Treasury shares	8	(5 740)	–	–
Assets written off on business combination	30	(224 051)	(226 051)	–
Minority interests		–	–	–
		<b>(118 439)</b>	<b>(130 796)</b>	<b>2 147</b>
				<b>2 417</b>
<b>NON-CURRENT LIABILITIES</b>				
Deferred tax liability	4	4 853	2 059	–
Retirement benefit obligations	10	2 733	2 304	–
Borrowings	9	78 724	115 132	–
Shareholders' loans	13	104 950	100 880	–
		<b>191 260</b>	<b>220 375</b>	<b>–</b>
				<b>–</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables	11	88 857	59 044	–
Loans from related parties	3	–	–	28 702
Provisions	12	107 129	75 266	–
Borrowings	9	38 319	20 371	–
Current tax liabilities	23	10 657	2 063	–
Liabilities associated with non-current assets held for sale		–	438	–
		<b>244 962</b>	<b>157 182</b>	<b>28 702</b>
				<b>28 127</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>317 783</b>	<b>246 761</b>	<b>30 849</b>
				<b>30 544</b>



# INCOME STATEMENT

*for the year ended 29 February 2008*





		GROUP		COMPANY	
	NOTES	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>REVENUE</b>		<b>1 372 900</b>	<b>1 081 489</b>	–	–
Cost of services		(1 097 953)	(840 022)	–	–
<b>GROSS PROFIT</b>		<b>274 947</b>	<b>241 467</b>	–	–
Operating expenses		(199 630)	(167 438)	–	–
<b>OPERATING PROFIT</b>	<b>16</b>	<b>75 317</b>	<b>74 029</b>	–	–
Net gain on acquisition of subsidiaries	<b>31</b>	–	28 775	–	–
Loss on disposal of subsidiary	<b>15</b>	(138)	–	(1 161)	–
Loss from discontinued operations	<b>15</b>	–	(512)	–	–
Share of profit of associate	<b>2</b>	591	555	–	–
Dividends received	<b>2</b>	–	–	891	779
Net finance costs	<b>18</b>	(31 134)	(28 595)	–	–
<b>Profit before tax</b>		<b>44 636</b>	<b>74 252</b>	<b>(270)</b>	<b>779</b>
Tax	<b>19</b>	(20 791)	(8 696)	–	–
<b>PROFIT FOR THE YEAR</b>		<b>23 845</b>	<b>65 556</b>	<b>(270)</b>	<b>779</b>

#### ATTRIBUTABLE TO:

Majority shareholders	23 905	65 586	
Minority interests	(60)	(30)	
	<hr/>	<hr/>	
	23 845	65 556	
<b>EARNINGS PER SHARE (CENTS)</b>	<b>20</b>	<b>2 439</b>	<b>6 559</b>



# STATEMENT OF CHANGES IN EQUITY

*for the year ended 29 February 2008*



## GROUP

	NOTES	Attributable to majority shareholders						Minority interests	Total equity
		Share capital	Retained earnings	Treasury shares	Fair value reserve	Foreign currency translation reserve	Common control transaction	Sub-total	
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>BALANCE AT 28 FEBRUARY 2006</b>		–	29 889			–	(226 051)	(196 162)	85 (196 077)
Issue of preference shares		1	–	–	–	–	–	1	1
Net profit for the year		–	65 586		–		–	65 586	(30) 65 556
Adjustment for profit of associate	2	–	13	–	–	–	–	13	– 13
Pre-acquisition accumulated deficit	31	–	–	–	–	–	–	–	(54) (54)
Dividends paid		–	–	–	–	–	–	–	(235) (235)
Transfer of minority interest deficit		–	(234)	–	–	–	–	(234)	234 –
<b>BALANCE AT 28 FEBRUARY 2007</b>		1	95 254	–	–	–	(226 051)	(130 796)	– (130 796)
Net profit for the year		–	23 905	–	–	–	–	23 905	(60) 23 845
Deferred loan write-back	30	–	–	–	–	–	2 000	2 000	– 2 000
Dividends paid		–	–	–	–	–	–	–	(320) (320)
Fair value loss on related party loans	3	–	–	–	(6 813)	–	–	(6 813)	– (6 813)
Shares held in trust	8	–	–	(5 740)	–	–	–	(5 740)	– (5 740)
Foreign exchange translation loss		–	–	–	–	(615)	–	(615)	– (615)
Disposal of subsidiary	15	–	(305)	–	–	–	–	(305)	305 –
Transfer of minority interest deficit		–	(75)	–	–	–	–	(75)	75 –
<b>BALANCE AT 29 FEBRUARY 2008</b>		1	118 779	(5 740)	(6 813)	(615)	(224 051)	(118 439)	– (118 439)

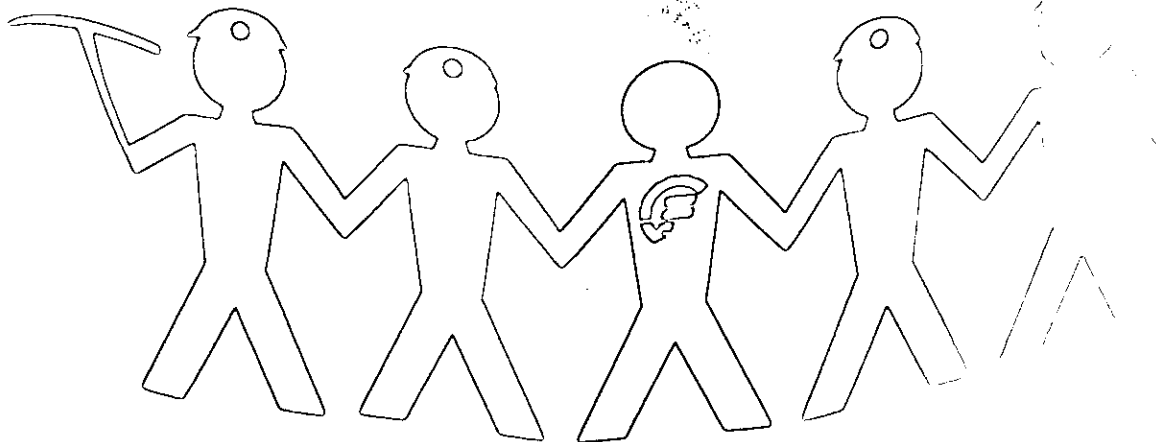
## COMPANY

	Share capital	Retained earnings	Total equity
	R'000	R'000	R'000
<b>BALANCE AT 28 FEBRUARY 2006</b>	–	1 637	1 637
Issue of preference shares	1	–	1
Net profit for the year	–	779	779
<b>BALANCE AT 28 FEBRUARY 2007</b>	1	2 416	2 417
Net profit for the year	–	(270)	(270)
<b>BALANCE AT 29 FEBRUARY 2008</b>	1	2 146	2 147



# CASH FLOW STATEMENT

*for the year ended 29 February 2008*



NOTES	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
22	126 422	126 247	(91)	(357)
18	3 807	2 349	—	—
18	(36 062)	(30 524)	—	—
18	117	(420)	—	—
2	595	553	891	779
	(320)	(235)	—	—
23	(10 405)	(9 506)	—	—
15	—	(512)	—	—
	84 154	87 952	800	422
1	(46 635)	(38 444)	—	—
	1 571	1 217	—	—
31	(610)	(7 090)	(214)	(10 202)
15	(237)	—	(1 161)	—
	—	176	—	—
8	(5 740)	—	—	—
	(51 651)	(44 141)	(1 375)	(10 202)
9	(35 141)	135 503	—	—
9	(3 070)	—	—	—
	610	—	575	34 488
13	4 070	100 880	—	—
	—	(268 962)	—	(24 709)
	—	1	—	1
3	(15 701)	—	—	—
	(49 232)	(32 578)	575	9 780
	(16 729)	11 233	—	—
	30 971	19 738	—	—
7	14 242	30 971	—	—



*The principal accounting policies adopted in the preparation of these financial statements are set out below and are consistent, in all material aspects, with those applied in the previous year. However, the Group also adopted the following revised accounting statements, whose impact has been shown in the financial statements where applicable:*

- *AC 103/IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors*
- *AC 123/IAS 16 Property, Plant and Equipment*
- *AC 126/IAS 24 Related Party Disclosures*

## **BASIS OF PREPARATION**

The annual financial statements have been prepared on the historical cost basis of accounting, as modified by the revaluation of financial assets and financial liabilities, and in accordance with, and comply with, South African statements of Generally Accepted Accounting Practice (SA GAAP) as aligned to IFRS.

The preparation of financial statements in conformity with SA GAAP requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results ultimately may differ from those estimates.

## **BASIS OF CONSOLIDATION**

### **SUBSIDIARIES**

Subsidiary undertakings, which are those entities in which the Group has an interest of more than one half of the voting rights, or otherwise has power to exercise administrative and operational control over the operations, are consolidated. Subsidiaries are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases. The assets and liabilities of companies acquired are assessed and included in the balance sheet at their estimated fair value to the Group as at the date of acquisition. All intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Where necessary, accounting policies for subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

### **TRUSTS AND JOINT VENTURES**

Trusts formed for the purpose of acting as investment vehicles for management and employees of the Group are considered to be Special Purpose Entities (SPE's). An SPE that operates under the control of the Company or its

directors is consolidated from the date that such control is acquired.

A joint venture is a contractual arrangement whereby the Group and other parties undertake an economic activity which is subject to joint control.

Joint venture arrangements, which involve the establishment of a separate entity in which each venturer has an interest, are referred to as jointly controlled entities. The Group reports its interests in jointly controlled entities using the proportionate consolidation method of accounting. The Group's share of the assets, liabilities, income and expenses and cash flows of jointly controlled entities are combined with the equivalent items in the financial statements on a line-by-line basis. Where the Group transacts with its jointly controlled entities, unrealised profits and losses are eliminated to the extent of the Group's interest in the joint venture, except where unrealised losses provide evidence of an impairment of the asset transferred.

Accounting policies of joint ventures have been changed, where necessary, to ensure consistency with the policies adopted by the Group. Gulf Fidelity Security Services LLC is included as a joint venture only.

### **ASSOCIATES**

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost.

The Group's share of its associates' post-acquisition profits or losses is recognised in the income statement, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate including any other unsecured receivables, the Group does not recognise further losses unless it has incurred obligations or made payments on behalf of the associate.





## SECURITY SERVICES

### ACCOUNTING FOR INTERESTS ACQUIRED UNDER COMMON CONTROL

The Company acquired the businesses of various wholly- and minority-owned (joint venture) subsidiaries in 2006 through a transaction under common control, as defined in International Financial Reporting Standard (IFRS) 3 - Business Combinations. Transactions under common control are outside the scope of IFRS 3, and there is no guidance elsewhere in IFRS covering such transactions.

The Standards however contain specific guidance to be followed where a transaction falls outside their scope. Such guidance is included in paragraphs 10 to 12 of International Accounting Standard (IAS) 8 - Accounting Policies, Changes in Accounting Estimates and Errors. The Standard requires, inter alia, that where IFRS do not include guidance for a particular issue, the Company's directors should consider the most recent pronouncements of other standard-setting bodies that use a similar conceptual framework to develop accounting standards.

In this regard, it is noted that the United States Financial Accounting Standards Board (FASB) has issued an accounting standard covering business combinations (FAS 141) that is similar in a number of respects to IFRS 3. In contrast to IFRS 3, FAS 141 does include, as an Appendix, limited accounting guidance for transactions under common control. The guidance contained in FAS 141 indicates that a form of accounting that is similar to the 'pooling of interests' method, which was previously set out in Accounting Principles Board (APB) Opinion 16, may be used when accounting for transactions under common control.

Having considered the requirements of IAS 8, and the guidance provided within FAS 141, it is considered appropriate to use a form of accounting which is similar to pooling of interests in accounting for the transaction where the Company acquired interests in its subsidiaries.

Consequently, the results of the Company's operations for the period to 28 February 2006 are presented as though the acquisition of interests through a common control transaction had occurred at 1 March 2004. The effects of intercompany transactions have been eliminated in determining the results of operations for the period prior to the acquisition of the interests, meaning that those results are disclosed on substantially the same basis as the results of operations for the period after the acquisition of the interests. Similarly, the consolidated balance sheets with related notes have been presented as though the assets and liabilities of the combining entities had been transferred at 1 March 2004.

Financial statements and financial information presented for prior years was restated to furnish comparative information, in accordance with the requirements of FAS 141.

### INTER-COMPANY TRANSACTIONS

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated, but considered an impairment indicator where they relate to a transfer of assets. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.



## FOREIGN CURRENCY TRANSLATION

Income statements of foreign entities are translated into the Group's reporting currency at the weighted average exchange rates for the year and balance sheets are translated at the exchange rates ruling at year-end. Exchange differences arising from the translation of the net investment in foreign subsidiaries are accounted for in shareholders' equity. On disposal of a foreign entity, accumulated exchange differences are recognised in the income statement as part of the gain or loss on sale.

Foreign currency transactions are accounted for at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies, are recognised in the income statement in the period in which they arise.

Items included in the financial statements of each entity in the Group are measured using the currency that best reflects the primary economic environment in which the entity operates ("the functional currency"). The Group financial statements are presented in South African rand, which is the functional and presentation currency of the parent company.

## PROPERTY, PLANT AND EQUIPMENT

All property, plant and equipment are included at cost and carried at net book value. Cost includes all costs directly attributable to bringing the assets to working condition for their intended use. Depreciation is recorded by a charge to income computed on a straight-line basis so as to write off the cost of the assets over their expected useful lives. Land is not depreciated as it is deemed to have an indefinite life.

The expected useful lives of all asset categories are as follows:

Buildings	50 years
Workshop equipment	5 years
Passenger vehicles	7 years
Security equipment	3 years
Commercial vehicles	7 years
Computer equipment	3 years
Armoured vehicles	3-7 years
Office equipment	3 years
Furniture and fittings	6 years
Firearms	1-5 years

The residual value for passenger and commercial vehicles is estimated at 15% and certain armoured vehicles (Mambas) 10% of their original cost, while all other assets have a nil residual value. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount. Profits and losses on disposal of property, plant and equipment are determined by reference to their carrying amounts, and are taken into account in determining operating profit. All borrowing costs are expensed.

## LEASES

Leases of vehicles and equipment where the Group assumes substantially all the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the lower of the net present value of future cash flows or the fair value of the asset. Each lease payment is allocated between the liability and finance charges to achieve a constant rate on the finance balance outstanding. The corresponding lease obligations, net of finance charges, are included in interest bearing borrowings. The interest element of the finance charges is charged to the income statement over the lease period. The property, plant and equipment acquired under finance leases are depreciated over the useful lives of the assets or the duration of the lease, whichever is the shorter.

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight line basis over the period of the lease. When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalties is recognised as an expense in the period in which termination takes place.

## INTANGIBLE ASSETS

Expenditure on acquired copyrights, trademarks and licenses is capitalised at cost and amortised using the straight-line method over their useful lives, not exceeding five years. Intangible assets are not revalued.





## IMPAIRMENT OF ASSETS

Management performs a review at each balance sheet date to assess whether there is any indication that an asset may be impaired. On identification of a potential impairment loss present, a formal estimate of the recoverable amount is made. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of the disposal. Value in use is the present value of the future cash flows expected to be derived from an asset.

## INVENTORIES

Inventories consist of fuel and work-in-progress. Fuel is stated at the lower of cost and net realisable value. Estimated net realisable value is the estimated selling price in the ordinary course of business. Cost is determined by the weighted average cost method. Consumables are stated at cost.

Work-in-progress is in respect of incomplete projects for surveillance equipment installations at year-end.

It is stated at the lower of cost and net realisable value of surveillance equipment purchased.

## DEFERRED TAX

Deferred income tax is provided, using the liability method, for all temporary differences arising between the tax bases of assets and liabilities and their carrying values for financial reporting purposes. Currently enacted tax rates are used to determine deferred income tax. Provision for taxes, mainly withholding taxes, which could arise on the remittance of retained earnings, is only made where there is a current intention to remit such earnings. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

## FINANCIAL INSTRUMENTS

The Group classifies its financial instruments into the following categories: Fair value through profit and loss, Held-to-maturity, Available-for-sale and Loans & receivables. Financial instruments that are acquired principally for the purpose of generating a profit from short-term fluctuations in price are classified as fair value through profit and loss and included in current assets. Financial instruments with a fixed maturity that the management has the intent and ability to hold to maturity are classified as held-to-maturity and included in non-current assets. During the period the Group did not hold any financial instruments in this category. Financial instruments intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in interest rates, are classified as available-for-sale. These are included in non-current assets unless management has the express intention of holding them for less than 12 months from the balance sheet date or will sell them to raise operating capital, in which case they are included in current assets. All other financial instruments are classified as loans & receivables and is measured at amortised cost using the effective interest rate method, less any impairment. The Group does not hold any non-derivative financial assets in a category other than loans and receivable at balance sheet date. Management determines the appropriate classification of the Group's financial instruments at the time of purchase and re-evaluates such designation on a regular basis.

All purchases and sales of financial instruments are recognised on the trade date, which is the date that the Group commits to purchase or sell the asset. Costs of purchase include transaction costs. Fair value through profit and loss and available-for-sale financial instruments are subsequently carried at fair value, whilst held-to-maturity financial instruments are carried at amortised cost using the effective yield method. Realised and unrealised gains and losses arising from changes in the value of fair value through profit and loss investments and of available-for-sale financial assets are included in the income statement in the period in which they arise.





## SPECIAL TASK TEAM MEMBERS

### TRADE AND OTHER RECEIVABLES

Trade receivables are carried at amortised cost using the effective interest rate method less any impairment. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount, being the present value of expected cash flows, discounted at the market rate of interest for similar borrowers.

### CASH AND CASH EQUIVALENTS

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks, and investments in money market instruments, net of bank overdrafts. In the balance sheet, bank overdrafts are included in short-term borrowings.

### PROVISIONS

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

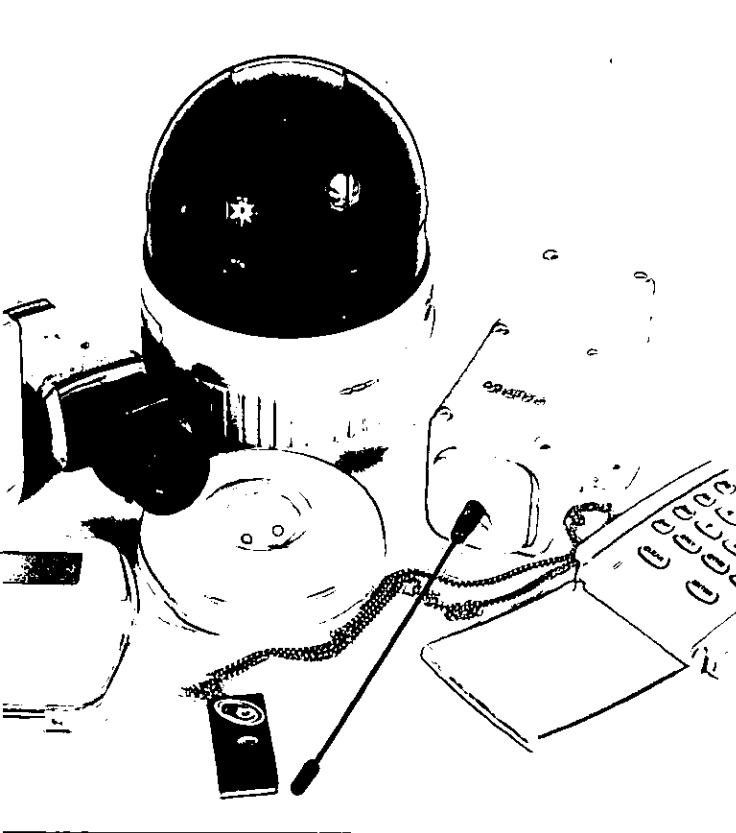
Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

Full provision is made for the estimated costs of third-party claims and cash losses as follows:

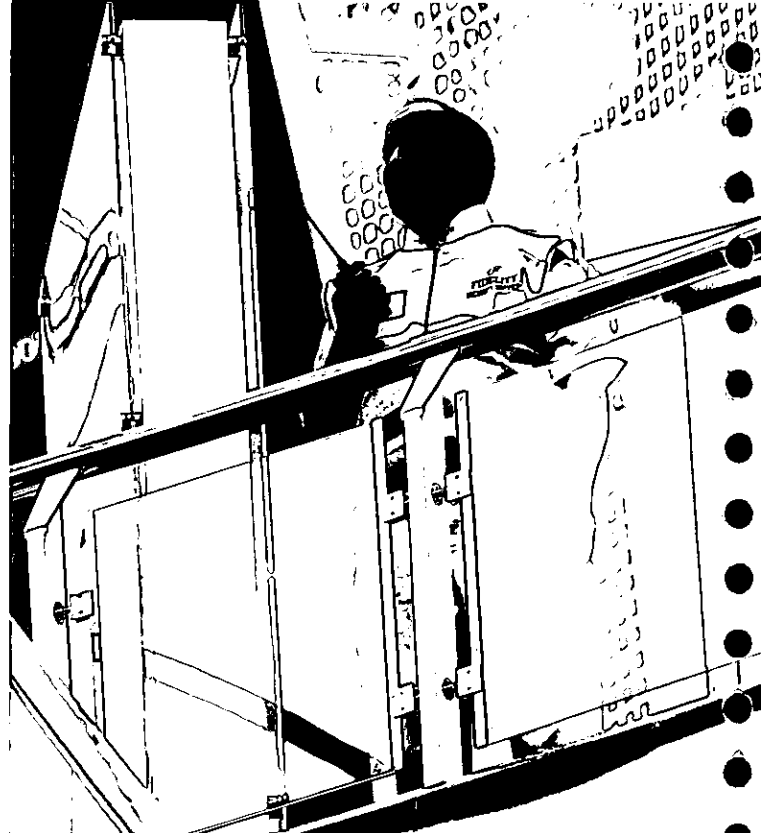
- Claims (net of anticipated recoveries under reinsurance arrangements) notified but not settled at year-end, using the best information available at the time.
- Claims (net of anticipated recoveries under reinsurance arrangements) incurred at year end but not reported until after that date (IBNR's) using the best information available at the time.
- The amount provided for comprises gross provisions in respect of certain legal claims brought against the Company by its customers and other third parties. In the opinion of the directors, after taking appropriate legal advice, the outcome of these legal claims will not give rise to any significant loss beyond the amounts provided for at the year-end.
- Claims are provided for on the basis of an estimated settlement probability of between 20% and 100%, with an average of 50%.

The carrying amount of the claims provision is disclosed in Note 12 to these financial statements.





## ALARM COMPONENTS



## GUARDING SERVICES

### TRADE AND OTHER LIABILITIES

Trade and other liabilities originated by the group are stated at amortised cost using the effective interest rate method, less any impairment.

### SHARE CAPITAL

Ordinary and redeemable preference shares are classified as equity. Any issued shares of the Company that are under the control of the Company's directors are accounted for as treasury shares, including shares allotted that have not vested and shares held in trust. Treasury shares are deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued.

### REVENUE

Revenue comprises the invoiced value of sales and services, and interest income in the micro-lending business. Consolidated revenue excludes intergroup transactions.

Revenue earned by the Group is recognised on the following bases:

- Services – when the service is rendered;
- Interest income – as it accrues taking into account the effective yield on the asset;
- Dividend income – when the shareholder's right to receive payment is established.

### SEGMENT REPORTING

Segments provide products or services that are subject to risks and returns that are different from those of other business segments. Geographical segments provide products or services within a particular economic environment that are subject to similar risks and returns.

### PENSION OBLIGATIONS

The Group operates a number of defined contribution pension plans, the assets of which are held in separate trustee-administered funds. The pension plans are funded by payments from employees and by the relevant Group companies, taking account of the recommendations of independent qualified actuaries.

A defined contribution pension plan is one under which the Company pays fixed contributions into a separate entity (a fund), and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees' benefits relating to employee service in the current and prior periods.

The Company's contributions to the defined contribution plans are charged to the profit and loss account in the year to which they relate. The Company has no further obligation once the contributions have been paid.



## CASINO FLOOR SECURITY AT SILVERSTAR CASINO

### OTHER RETIREMENT OBLIGATIONS

Some Group companies contribute to retirement health care benefits to retirees who joined the medical aid benefit plan prior to 31 July 1998. The entitlement to retirement health care benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment. Independent qualified actuaries carry out valuations of these obligations every year. Actuarial gains and losses are accounted for over the remaining service period of employees.

### NON-CURRENT (OR DISPOSABLE GROUPS) HELD FOR SALE

Non-current assets (or disposal groups) are classified as assets held for sale and stated at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use.

### CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In the process of applying the Group's accounting policies, management made critical estimates in determining the provision amounts for various liabilities, as outlined above under the accounting policy for provisions.

The directors also made judgements in determining the appropriate accounting framework to adopt for purposes of recording the common control restructuring transaction explained in Note 29 to these financial statements.

### FINANCIAL LIABILITY AND EQUITY

Financial liability and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities



# NOTES TO THE ANNUAL FINANCIAL STATEMENTS

*for the year ended 29 February 2008*



	Freehold land and buildings	Security and firearms	Office equipment	Computer equipment	Motor vehicles (owned)	Motor vehicles (leased)	Low value assets	Total
GROUP	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>YEAR ENDED 29 FEBRUARY 2008</b>								
Opening net book value	1 005	5 337	1 654	2 765	48 204	–	29	58 994
Additions	–	8 481	6 848	1 852	29 002	19 095	452	65 730
Disposals	–	(38)	–	(14)	(862)	–	–	(914)
Depreciation	(18)	(4 618)	(1 808)	(1 722)	(18 284)	(1 624)	(450)	(28 524)
Closing net book value	987	9 162	6 694	2 881	58 060	17 471	31	95 286

**AT 29 FEBRUARY 2008**

Cost	1 060	23 244	12 478	9 418	94 211	19 095	1 495	161 001
Accumulated depreciation	(73)	(14 082)	(5 784)	(6 537)	(36 151)	(1 624)	(1 464)	(65 715)
Net book value	987	9 162	6 694	2 881	58 060	17 471	31	95 286

	Freehold land and buildings	Security and firearms	Office equipment	Computer equipment	Motor vehicles (owned)	Motor vehicles (leased)	Low value assets	Total
GROUP	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>YEAR ENDED 28 FEBRUARY 2007</b>								
Opening net book value	1 024	5 447	1 412	1 779	33 678	–	22	43 362
Additions	–	3 703	1 070	2 388	29 887	–	565	37 613
Subsidiary acquisitions	–	426	154	105	155	–	–	840
Disposals	–	(1)	(36)	(2)	(848)	–	–	(887)
Reclassification	–	–	(8)	(14)	(136)	–	–	(158)
Depreciation	(19)	(4 238)	(938)	(1 491)	(14 532)	–	(558)	(21 776)
Closing net book value	1 005	5 337	1 654	2 765	48 204	–	29	58 994

**AT 28 FEBRUARY 2007**

Cost	1 061	15 267	5 689	7 679	66 005	–	1 020	96 721
Accumulated depreciation	(56)	(9 930)	(4 035)	(4 914)	(17 801)	–	(991)	(37 727)
Net book value	1 005	5 337	1 654	2 765	48 204	–	29	58 994

A register of fixed property is available for inspection at the registered office of the Company.



## 2 INVESTMENTS

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>SUBSIDIARIES</b>				
Shares in subsidiaries at cost	–	–	30 401	30 187
<b>Comprising</b>				
• Investments in wholly-owned subsidiaries	–	–	27 678	27 064
• Investment in minority-owned subsidiaries	–	–	2 723	3 123
	–	–	30 401	30 187

The Company's interests in its subsidiaries, both wholly and minority-owned, have been accounted for at cost. Additional details of the subsidiaries including those acquired during the year are outlined in Notes 29 and 31 to these financial statements. The Directors are of the opinion that the investments in subsidiaries are disclosed at a value not less than the recoverable amount.

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>ASSOCIATE</b>				
At beginning of year	15	–	–	–
Share of profit				
• prior year understated	–	13	–	–
• current year	591	555	–	–
Dividends received	595	(553)	–	–
At end of year	11	15	–	–

The assets and liabilities and operating results of the associate at year end are as follows:

Assets	167	47
Liabilities	137	5
Revenue	1 684	1 587
Profit	1 689	1 585
Interest held	35%	35%

The Company has a 35% shareholding acquired at a cost of R35 in Bramco House (Pty) Limited t/a Boitelo Holdings, which in turn has a 20% shareholding in Allpay Free State (Pty) Limited. A dividend of R595,000 (2007: R553,000) received from Boitelo Holdings during the year under review was recognised as a reduction in the carrying amount of the investment.



## 2 INVESTMENTS (CONTINUED)

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>DIVIDENDS</b>				
<b>Received from</b>				
• Minority-owned subsidiaries	—	—	296	226
• Associate	—	—	595	553
	<b>—</b>	<b>—</b>	<b>891</b>	<b>779</b>

## 3 LOANS (FROM)/TO RELATED PARTIES

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>NON-INTEREST BEARING LOANS FROM GROUP COMPANIES</b>				
At beginning of year	—	—	(28 127)	—
Advances	—	—	(575)	(28 127)
At end of year	<b>—</b>	<b>—</b>	<b>(28 702)</b>	<b>(28 127)</b>
<b>NON-INTEREST BEARING LOANS TO GROUP COMPANIES</b>				
At beginning of year	—	—	—	6 361
Advances/(repayments)	15 701	—	—	(6 361)
Fair value loss	(6 813)	—	—	—
At end of year	<b>8 888</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>TOTAL BORROWING</b>	<b>8 888</b>	<b>—</b>	<b>(28 702)</b>	<b>(28 127)</b>
<b>CURRENT PORTION</b>	<b>—</b>	<b>—</b>	<b>(28 702)</b>	<b>(28 127)</b>
<b>LONG TERM PORTION</b>	<b>8 888</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Comprising</b>				
• Loans (from)/to wholly-owned subsidiaries	—	—	(28 702)	(28 127)
• Loans to joint venture companies	8 888	—	—	—
	<b>8 888</b>	<b>—</b>	<b>(28 702)</b>	<b>(28 127)</b>

The loans to joint venture companies were advances to Gulf Fidelity Security Services LLC at a cash value of R15,701 million comprising an interest-free loan (Rand denominated) and a 6% interest-bearing loan (Dirham denominated). These loans have been discounted to a present value using the Group's weighted average cost of capital of 15,7% and 6% for the ZAR and AED loans respectively. The resulting fair value loss for the year has been included in equity.





## 4 DEFERRED TAX

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>ASSETS:</b>				
• Provision for claims	14 052	7 686	–	–
• Provision for leave pay	6 722	5 529	–	–
• Provision for bonus	37	32	–	–
• Provision for doubtful debts	1 483	1 215	–	–
• Retirement obligations	793	668	–	–
• Calculated tax losses	41 375	48 330	–	–
	<b>64 462</b>	<b>63 460</b>	–	–
<b>LIABILITIES:</b>				
• Capital allowance	(4 853)	(2 059)	–	–
	<b>(4 853)</b>	<b>(2 059)</b>	–	–

Deferred tax assets and liabilities are recoverable as follows:

### Recoverable within 12 months

• Claims	4 216	2 306	–	–
• Bonus	37	32	–	–
• Leave pay	6 722	5 529	–	–
• Tax losses	2 482	2 900	–	–

### Recoverable after 12 months

• Claims	9 836	5 380	–	–
• Tax losses	38 893	45 430	–	–
• Other	(2 577)	(176)	–	–
	<b>59 609</b>	<b>61 401</b>	–	–

The deferred income tax rate reduced to 28% (2007: 29%) during the year. The deferred tax assets and liabilities at the year-end are recognised in accordance with the Group's accounting policy on deferred tax.

## 5 INVENTORIES

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>AT COST:</b>				
Work in progress	881	606	–	–
Security bags	26	–	–	–
Fuel	620	531	–	–
	<b>1 527</b>	<b>1 137</b>	–	–



# 6 TRADE AND OTHER RECEIVABLES

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>TRADE RECEIVABLES:</b>				
• Total trade receivables	114 773	81 388	–	–
• Less: Credit note accruals	(7 868)	(7 811)	–	–
• Less: Provision for impairment	(3 748)	(3 147)	–	–
	<b>103 157</b>	<b>70 430</b>	–	–
<b>OTHER RECEIVABLES:</b>				
• Micro loans and short-term loans	13 730	15 891	–	–
• Less: Provision for impairment	(2 991)	(2 013)	–	–
• Prepayments and deposits	9 554	3 064	–	–
• Sundry receivables	9 917	4 239	152	357
• Dividends receivables	–	–	296	–
	<b>30 210</b>	<b>21 181</b>	<b>448</b>	<b>357</b>
	<b>133 367</b>	<b>91 611</b>	<b>448</b>	<b>357</b>

The Group has ceded trade receivables as security on overdraft facilities of R50 million granted to it by financial institutions (Note 7). The Group has provided cross suretyship on these overdraft facilities. The outstanding overdraft balance at the year-end is disclosed in Note 7 to the financial statements. There are no significant differences between the fair value and the current value of trade receivables.

The movement in the allowance for impairment of trade and other receivables during the year was as follows:

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>TRADE RECEIVABLES:</b>				
Balance at beginning of year	3 147	2 496	–	–
Additional provisions made	601	651	–	–
Balance at end of year	<b>3 748</b>	<b>3 147</b>	–	–
<b>MICRO-LOANS AND SHORT-TERM LOANS:</b>				
Balance at beginning of year	2 013	828	–	–
Additional provisions made	978	1 185	–	–
Balance at end of year	<b>2 991</b>	<b>2 013</b>	–	–



## 7 CASH AND CASH EQUIVALENTS

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
Cash on hand	39 283	37 784	–	–
Bank overdraft	(25 041)	(6 813)	–	–
	<b>14 242</b>	<b>30 971</b>	<b>–</b>	<b>–</b>

The Group has bank overdraft facilities of R50 million that are secured against trade receivables (Note 6).

## 8 SHARE CAPITAL

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>ORDINARY SHARES</b>				
Authorised:				
10 000 000 ordinary shares of 0.01 cent each	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Issued:				
1 000 000 ordinary shares of 0.01 cent each	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>TREASURY SHARES</b>				
20 000 ordinary shares of 0.01 cent each	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Share premium	<b>(57 40)</b>	<b>–</b>	<b>–</b>	<b>–</b>
	<b>(57 40)</b>	<b>–</b>	<b>–</b>	<b>–</b>

Treasury shares are in respect of shares held by Holdco-Guarding Share Participation Trust, which has been consolidated in the Group in accordance with SIC12 of SA GAAP.

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>REDEEMABLE PREFERENCE SHARES</b>				
Authorised:				
100 000 preference shares of R0.01 each	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Issued:				
100 000 preference shares of R0.01 each	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



## 9 BORROWINGS

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>REVERSING LOAN PAYABLE</b>				
• Opening balance	2 000	2 000	—	—
• Reversal (Note 30)	(2 000)	—	—	—
• At end of year	—	2 000	—	—

The above loan has been reversed as all tax liabilities for the businesses acquired have been settled in terms of the sale of business agreement with Fidelity Services Group (Pty) Ltd.

### INTEREST-BEARING LOAN PAYABLE – SENIOR

• Opening balance	84 400	—	—	—
• Advances	—	87 815	—	—
• Interest	11 213	2 870	—	—
• Repayments	(25 570)	(6 285)	—	—
• At end of year	70 043	84 400	—	—

The above loan bears interest at prime plus 1% per annum and is payable on 31 August 2011.

### INTEREST-BEARING LOAN PAYABLE – MEZZANINE

• Opening balance	49 103	—	—	—
• Advances	—	52 219	—	—
• Interest	7 031	2 204	—	—
• Repayments	(27 815)	(5 320)	—	—
• At end of year	28 319	49 103	—	—

The above loan bears interest at prime plus 5% per annum and is payable on 31 August 2011.

### INSTALMENT SALE AGREEMENTS

• Advances	21 751	—	—	—
• Interest	985	—	—	—
• Repayments	(4 055)	—	—	—
• At end of year	18 681	—	—	—

The above loan relates to finance leases on motor vehicles and bears interest at prime less 2% per annum (Note 24).

<b>Total borrowings</b>	<b>117 043</b>	<b>135 503</b>	—	—
<b>Current portion</b>	<b>38 319</b>	<b>20 371</b>	—	—
<b>Long-term portion</b>	<b>78 724</b>	<b>115 132</b>	—	—

The fair value at year end of the Mezzanine and Senior Debt based on the Group weighted average cost of capital is R 99,427 million.

During the prior year the Group entered into a hedging arrangement with Rand Merchant Bank, which provides for a prime interest rate capping on the Senior Debt at 13.75%. A once-off hedging charge of R420,000 was incurred for the facility. This facility came into effect in December 2007 which resulted in a hedging gain of R 117,000 at year end. A minimum gain of R 610,000 is expected during the next year on assumption that the prime interest rate does not decrease below 15%. The agreement has a maturity date of 30 November 2009.



## 10 RETIREMENT BENEFIT OBLIGATIONS

The Group provides post-employment medical aid benefits to employees who became members of its medical fund prior to 31 July 1998, who retire and satisfy the necessary requirements of the fund. The obligation is accrued over each employee's working life until full eligibility age.

Independent qualified actuaries value the fund annually, using the projected unit credit method, to determine the Group's liability in respect of health care costs for existing continuation fund members and members in active employment. The latest actuarial valuation, carried out at 29 February 2008, resulted in a total accrued liability of R2.8 million for both active members (R841 000) and continuation members (R2 037 000).

Key actuarial assumptions adopted in the valuation were as follows:

- Discount rate 9.00%
- Inflation rate 4.71%
- Medical inflation rate 8.00%
- Mortality rate Published SA85-90 and PA90 rates (before and after retirement respectively)

The liability recognised in the balance sheet is as follows:

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
At start of year	2 304	2 204	–	–
Interest and active service costs	218	218	–	–
Pension benefit paid	(67)	(152)	–	–
Actuarial loss	278	34	–	–
Movement for the year (Note 17)	429	100	–	–
At end of year	2 733	2 304	–	–

## 11 TRADE AND OTHER PAYABLES

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
Trade payables	37 982	22 793	–	–
Other payables				
• Accruals	35 427	23 407	–	–
• Payroll deductions	3 228	4 767	–	–
• Value added tax	12 220	8 077	–	–
	88 857	59 044	–	–

Included in trade and other payables above are non-financial liabilities of R15 448 000 (2007:R12 844 000).



## 12 PROVISIONS

GROUP	At start of year	Charge to income statements	Added/ (utilised) during the year	At end of year
	R'000	R'000	R'000	R'000
Leave pay	19 051	22 833	(17 460)	24 424
Claims and cash losses	26 436	18 775	5 151	50 362
Audit fees	1 454	1 824	(2 011)	1 267
Incentive bonus	20 788	—	5 203	25 991
Severance benefits	100	314	(414)	—
Accident provision	969	474	(723)	720
Workmen's compensation	6 468	17 063	(19 648)	3 883
Air tickets	—	—	254	254
Gratuity	—	—	228	228
	<b>75 266</b>	<b>61 283</b>	<b>(29 420)</b>	<b>107 129</b>

	Utilisable within 12 months R'000	Utilisable after 12 months R'000	Total R'000
Leave pay	24 424	—	24 424
Claims and cash losses	15 109	35 253	50 362
Audit fees	1 267	—	1 267
Incentive bonus	25 991	—	25 991
Accident provision	720	—	720
Workmen's compensation	3 883	—	3 883
Air tickets	254	—	254
Gratuity	228	—	228
	<b>71 876</b>	<b>35 253</b>	<b>107 129</b>



### 13 SHAREHOLDERS' LOANS

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>INTEREST BEARING LOAN PAYABLE</b>				
Opening balance	81 000	–	–	–
Advances	–	81 000	–	–
Interest	14 614	3 381	–	–
Repayments	(10 724)	(3 381)	–	–
At end of year	<b>84 890</b>	<b>81 000</b>	–	–

The above loan bears interest at prime plus 4.5% per annum and capital becomes payable from 31 August 2011. The fair value at year end based on the Group's weighted average cost of capital is R 93,339 million.

#### NON-INTEREST BEARING LOAN PAYABLE

Opening balance	20 000	–	–	–
Advances	60	20 000	–	–
Repayments	–	–	–	–
At end of year	<b>20 060</b>	<b>20 000</b>	–	–

The above loan bears no interest and has no fixed terms of repayment.

#### NON-INTEREST BEARING LOAN RECEIVABLE

Opening balance	(120)	–	–	–
Advances	–	(120)	–	–
Repayments	120	–	–	–
At end of year	<b>–</b>	<b>(120)</b>	–	–

The above loan was in respect of dividends receivable from Mossguard and Unity Pride. It bore no interest and had no fixed terms of repayment.

#### TOTAL SHAREHOLDERS' LOANS

<b>104 950</b>	<b>100 880</b>	–	–
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Shareholders' loans have been subordinated in favour of the Senior and Mezzanine Debts (Note 9).



## 14 SEGMENT INFORMATION

### GROUP BUSINESS SEGMENTS

The Group is structured into six main business segments:

- **Security Officers**  
Guarding of commercial, industrial and residential premises
- **Armed Escort Services**  
Escorting of pension payout services by armed security officers
- **Bank Monitoring**  
Monitoring of opening and closing of banks and alarm monitoring and response
- **Armed Reaction**  
Armed response and alarm monitoring and installation for commercial and residential properties
- **Micro Loans**  
Short term loans to staff
- **Training**  
Internal and external training in security
- **Parking**  
Administration of long-term and short-term parking

### YEAR ENDED 29 FEBRUARY 2008

	Revenues	Segment results	Segment assets	Segment liabilities
	R'000	R'000	R'000	R'000
Security Officers – SADC	1 065 856	59 082	98 205	254 603
Security Officers – UAE	10 749	(13 686)	11 466	21 259
Armed Escort Services	196 950	19 105	115 023	65 431
Bank Monitoring	48 314	12 895	46 974	43 761
Armed Reaction	33 201	(6 232)	5 934	17 411
Micro Loans	15 403	5 346	35 477	24 279
Training	1 589	(788)	1 911	3 270
Parking	838	(405)	1 520	1 355
	<b>1 372 900</b>	<b>75 317</b>	<b>316 510</b>	<b>431 369</b>

	Capital expenditure	Staff costs	Depreciation /impairment
	R'000	R'000	R'000
Security Officers – SADC	36 138	826 007	12 163
Security Officers – UAE	628	16 886	101
Armed Escort Services	24 456	81 382	13 629
Bank Monitoring	2 823	16 332	1 709
Armed Reaction	1 429	14 190	791
Micro Loans	44	1 673	25
Training	120	1 019	97
Parking	92	70	9
	<b>65 730</b>	<b>957 559</b>	<b>28 524</b>





## 15 DISPOSAL OF SUBSIDIARY

During the year, the Group disposed of its 51% shareholding in Smokey Mountain Trading 221 (Pty) Limited trading as Dotsquare Publishing following approval of the sale transaction by the Group's management and shareholders on 28 February 2007.

### ASSETS AND LIABILITIES

The fair values of the assets and liabilities disposed of were as follows:

	R'000
Property, plant and equipment	158
Trade and other receivables	178
Cash and bank balances	237
Trade and other payables	(278)
Taxation	(31)
Loans	(888)
<b>Total net liabilities</b>	<b>(624)</b>
Minority holding net liabilities	(305)
<b>Net liabilities disposed</b>	<b>(319)</b>
Goodwill (Note 31)	457
Loss on disposal	(138)
<b>Proceed on disposal</b>	<b>–</b>
Cash and bank balance	237
<b>Cash outflow on disposal of subsidiary</b>	<b>237</b>

### LOSS FROM DISCONTINUED OPERATIONS

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
Revenue	–	1 585	–	–
Cost of sales	–	(1 510)	–	–
Expenses	–	(587)	–	–
Tax	–	–	–	–
	<b>–</b>	<b>(512)</b>	<b>–</b>	<b>–</b>

The entity incurred a nil tax charge for the prior year because it had unutilised assessed tax losses brought forward.



## 16 OPERATING PROFIT

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>THE FOLLOWING ITEMS HAVE BEEN CHARGED/(CREDITED) IN ARRIVING AT OPERATING PROFIT:</b>				
Depreciation (Note 1)	28 524	21 776	-	-
Profit on disposal of property, plant and equipment	657	339	-	-
Client claims	18 775	13 823	-	-
Medical benefit costs	2 550	2 092	-	-
Debtors impairment	3 566	4 774	-	-
Operating lease rentals – land and buildings	11 048	8 109	-	-
Auditors' remuneration – current year fees	1 824	2 109	-	-
Directors' emoluments				
• salaries	5 019	4 095	-	-
• incentive bonus	3 532	3 202	-	-
Staff costs (Note 17)	957 559	741 092	-	-

## 17 STAFF COSTS

Salaries and wages	892 295	674 460	-	-
Termination expenses	-	1 013	-	-
Temporary staff	5 639	17 718	-	-
Social security expenses	34 681	27 992	-	-
Pension costs	24 515	19 809	-	-
Retirement obligations (Note 10)	429	100	-	-
	<b>957 559</b>	<b>741 092</b>	-	-
Number of full time employees at year end	<b>30 242</b>	<b>23 694</b>	-	-

## 18 NET FINANCE COSTS

### INTEREST PAID

• Bank loans and overdrafts	2 219	447	-	-
• Finance leases	985	-	-	-
• Long term borrowings	18 244	5 074	-	-
• Shareholders' loans	14 614	25 003	-	-
	<b>36 062</b>	<b>30 524</b>	-	-

### INTEREST RECEIVED

• Bank balances	(3 807)	(2 349)	-	-
	<b>(3 807)</b>	<b>(2 349)</b>	-	-

### OTHER

• Foreign exchange gain	(1 004)	-	-	-
• Hedging (gain)/costs (Note 9)	(117)	420	-	-
	<b>(1 121)</b>	<b>420</b>	-	-
	<b>31 134</b>	<b>28 595</b>	-	-



**19 TAX**

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
<b>SOUTH AFRICAN NORMAL TAX</b>				
• Current tax	18 937	7 097	–	–
• Deferred tax	1 792	1 541	–	–
• Secondary tax on companies	62	58	–	–
	<b>20 791</b>	<b>8 696</b>	–	–

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
Profit before tax and dividends	<b>44 183</b>	<b>45 434</b>	–	–
Tax calculated at a tax rate of 29%	12 813	13 176	–	–
Secondary tax on companies	62	58	–	–
<b>Permanent differences</b>				
• Income not subject to tax	–	(169)	–	–
• Non-deductable expenses	1 543	1 356	–	–
• Non-deductable loss on UAE operations	3 863	–	–	–
• Prior year underprovision				
• current	(29)	–	–	–
• deferred	2 615	(2 836)	–	–
• Learnership allowances	(2 271)	(2 889)	–	–
• Reversal of assessed loss	(117)	–	–	–
• Change in rate				
• current	211	–	–	–
• deferred	2 101	–	–	–
	<b>20 791</b>	<b>8 696</b>	–	–

Secondary tax on companies is payable at 10% on the distribution of profits from 1 October 2007 (12.5% prior to 1 October 2007).



## 20 EARNINGS PER SHARE

Basic earnings per share are calculated by dividing the net profit attributable to shareholders by the weighted average number of ordinary shares in issue during the year.

	GROUP	
	2008 R'000	2007 R'000
<b>BASIC EARNINGS PER SHARE</b>		
Net profit attributable to shareholders	23 905	65 586
Weighted average number of ordinary shares in issue	980	1 000
Basic earnings per share (cents)	<u>2 439</u>	<u>6 559</u>
<b>HEADLINE EARNINGS PER SHARE</b>		
Profit before tax	44 636	74 252
Adjustment for restructuring and disposal of property		
• Restructure costs	–	2 596
Tax	(20 791)	(8 696)
Consolidated loss on UAE operations	13 321	–
Net gain on acquisition of subsidiaries	–	(28 775)
CSG Guarding acquisition costs	–	628
Minority interest	60	30
Deferred tax on CSG Guarding	–	(1 389)
Headline earnings	<u>37 226</u>	<u>38 646</u>
Weighted average number of ordinary shares in issue	980	1 000
Headline earnings per share (cents)	<u>3 799</u>	<u>3 865</u>

## 21 DIVIDEND PER SHARE

The Company did not declare any dividends during the year under review.



**22 CASH GENERATED FROM OPERATIONS**

	GROUP		COMPANY	
	2008 R'000	2007 R'000	2008 R'000	2007 R'000
Operating profit	75 317	74 029	—	—
Adjusted for:				
profit on disposal of property, plant and equipment	(657)	(339)	—	—
<b>Non-cash items</b>				
• depreciation	28 524	21 776	—	—
• exchange differences on consolidation	(615)	—	—	—
• foreign exchange gains on operating activities	1 004	—	—	—
• reversal of minority interest deficit	234	—	—	—
• increase in retirement benefit obligations	429	100	—	—
<b>Movement in current assets and liabilities</b>				
• increase in inventories	(390)	(735)	—	—
• (increase)/decrease in trade and other receivables	(41 756)	7 154	(91)	(357)
• increase/(decrease) in trade and other payables	29 813	(251)	—	—
• increase in provisions	31 863	24 513	—	—
<b>Non-cash movement in non-current liabilities</b>				
• increase in non-current liabilities	21 751	—	—	—
• increase in leased property, plant and equipment	(19 095)	—	—	—
	<b>126 422</b>	<b>126 247</b>	<b>(91)</b>	<b>(357)</b>

**23 TAX PAID**

At start of year	2 063	5 908	—	—
Adjustment on disposal/(acquisition)	62	(1 436)	—	—
Charge to income statement (Note 19)	18 937	7 097	—	—
At end of year	(10 657)	(2 063)	—	—
	<b>10 405</b>	<b>9 506</b>	<b>—</b>	<b>—</b>

**24 CAPITAL RISK MANAGEMENT**

The Group's objective when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and the benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of interest paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratios. This ratio is calculated as a net debt divided by total capital. Net debt is calculated as total borrowings (including borrowings and trade payables) less cash and cash equivalents. Total capital is calculated as equity plus net debt.



**24 CAPITAL RISK MANAGEMENT  
(CONTINUED)**

The gearing ratios at 29 February 2008 and 2007 were as follows:

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Net debt	310 850	295 427	48 406	28 127
Total equity	118 768	95 239	(17 854)	2 416
Total capital	429 618	390 666	30 552	30 543
Gearing ratio	<b>72%</b>	<b>76%</b>	<b>158%</b>	<b>92%</b>

**CAPITAL EXPENDITURE**

Capital expenditure contracted for at the balance sheet date but not recognised in the financial statements is as follows:

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Vehicles and equipment	1 908	2 141	—	—

The capital commitments will be funded out of the Group's operating cash flow, overdraft facilities and asset financing facilities.

**OPERATING LEASES**

The Company rents administration buildings under an operating lease. The future minimum lease payments under non-cancellable operating leases are as follows:

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Minimum future lease payments:</b>				
Due within 1 year	2 718	4 513	—	—
Due within 2 - 5 years	3 455	756	—	—
	<b>6 173</b>	<b>5 269</b>	<b>—</b>	<b>—</b>

Lease payments under cancellable operating leases (month-on-month contracts) are estimated to be R7.7 million for the period 2007/08.

**FINANCE LEASES**

The finance leases consist of various motor vehicle instalment sale agreements held with Absa Bank Limited. Ownership of the assets will pass at the end of the lease. The future minimum lease payments under finance leases are as follows:

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Minimum future lease payments:</b>				
Due within 1 year	7 123	—	—	—
Due within 2 - 5 years	11 558	—	—	—
	<b>18 681</b>	<b>—</b>	<b>—</b>	<b>—</b>



**25 RELATED PARTY TRANSACTIONS****TRANSACTIONS WITH RELATED ENTITIES**

The Group made the following payments for services provided by related entities:

	<b>2008</b>	<b>2007</b>
	<b>R'000</b>	<b>R'000</b>
Property rentals – Bartmann Estates (Pty) Limited	2 913	2 008
Conference facility and catering – Khaya Ibhubesi (Bartmann Estates)	632	610
Catering – Lindhaven Meat Market CC	188	319
Stationery – Snap Stationers	480	250
Diccorv Properties (Pty) Limited	2 311	1 978
Supercare Cleaning Services	203	83
Fidelity Supercare Hygiene	–	14
G4S Cash Management Services	1 537	190
Eagle Creek Investments – Monitoring fee	199	188
New Seasons Investment Holdings – Monitoring fee	199	188
Dickerson Investments (Pty) Limited – Monitoring fee	199	188
Corvest 6 (Pty) Limited– Monitoring fee	199	188
Khulani Holdings – Monitoring fee	199	188

The above-mentioned entities are either controlled or influenced by directors of the Company. Transactions were carried out on commercial terms and conditions and at market rates. The monitoring fee is paid in accordance with the signed Shareholders Agreement.

**DIRECTORS**

Details relating to directors' remuneration and interests are disclosed in Note 16 to the financial statements and in the directors' report on page 16 respectively.

**TRANSACTIONS BETWEEN GROUP COMPANIES**

During the year and in the ordinary course of business, companies in the Group entered into transactions with each other. These intergroup transactions have been eliminated on consolidation. The Company had no outstanding balances with any of its subsidiaries at the year-end.



## 26 FINANCIAL INSTRUMENTS

The Group uses financial instruments to raise finance for its operations and to manage the risks arising from these operations. All transactions are undertaken to manage the risks arising from underlying business activities. The main financial risk faced by the group is interest rate risk.

### CREDIT RISK MANAGEMENT

Potential concentrations of credit risk consist principally of cash and cash equivalents and trade debtors. The Group only deposits cash surpluses with major banks of high quality credit standing. Trade debtors consist of a large number of customers, spread across diverse industries and geographical areas and there are no significant concentrations of credit risk. Credit evaluation is performed on the financial condition of the customer before granting credit. The ongoing creditworthiness of debtors is assessed from time to time. Micro-loans and short-term are loans to employees of the Group which is approved in accordance with the National Credit Act. These loans are to an extent secured by the remuneration to employees. The Group's general policy is to impair trade receivables on 90 days and above and micro-loans 30 days and above.

	Gross Amount	Of which neither impaired and past due Current	Of which: not impaired and past due in the following periods		Impaired
	R'000	R'000	30 days R'000	60 days R'000	90 days and above R'000
<b>At 29 February 2008</b>					
Trade receivables	106 910	82 439	15 483	5 240	3 748
Micro-loans and short-term loans	13 730	10 739	–	–	2 991
	<b>120 640</b>	<b>93 178</b>	<b>15 483</b>	<b>5 240</b>	<b>6 739</b>
<b>At 28 February 2007</b>					
Trade receivables	73 578	56 816	9 961	3 654	3 147
Micro-loans and short-term loans	15 891	13 878	–	–	2 013
	<b>89 469</b>	<b>70 694</b>	<b>9 961</b>	<b>3 654</b>	<b>5 160</b>

### LIQUIDITY RISK MANAGEMENT

The Group manages liquidity risk by monitoring forecast cash flows and ensuring that adequate unutilised borrowing facilities are maintained.

The table below analyses the Group's financial liabilities into the relevant maturing groupings based on the remaining period at the balance sheet to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Total	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years
	R'000	R'000	R'000	R'000
<b>At February 2008</b>				
Long term borrowings	179 405	31 195	32 366	115 844
Trade and other payables	73 409	73 409	–	–
	<b>252 814</b>	<b>104 604</b>	<b>32 366</b>	<b>115 844</b>
<b>At February 2007</b>				
Long term borrowings	216 503	35 132	29 017	152 354
Trade and other payables	46 200	46 200	–	–
	<b>262 703</b>	<b>81 332</b>	<b>29 017</b>	<b>152 354</b>





## 26 FINANCIAL INSTRUMENTS (CONTINUED)

### MARKET RISK

#### Foreign exchange risk management

The Company has investments in a foreign subsidiary, whose net assets are exposed to currency translation risk. Currency exposure to the net assets of the Group's subsidiaries in Southern Africa is managed primarily through borrowings denominated in the relevant foreign currencies.

#### Interest rate risk management

The Group borrows and lends at floating interest rates. The interest rate characteristics of new borrowings and refinancing of existing borrowings are positioned according to expected movements in interest rates.

The Group entered into a hedging arrangement with Rand Merchant Bank, which provides for a prime interest rate capping on the Senior Debt at 13.75%.

#### • *Sensitivity for interest rate risks*

If the market interest rate had changed by 100 basis points at 29 February 2008, the profit would have increased/(decreased) by R 322,550. The analysis assumes that all other variables remain constant.

#### • *Sensitivity for foreign exchange risks*

If the Rand lost 10% against the UAE Dirham at 29 February 2008, the foreign exchange reserve in the shareholders equity would have increased equity by R23 400.

#### Fair value of financial instruments

The fair values of unlisted securities are established by using valuation techniques. These include the use of arm's length transactions, reference to other substantially similar instruments and discounted cash flow analysis.

In assessing the fair values of financial instruments, the Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Quoted market prices or dealer quotes for the specific or similar instruments are used for long-term debt.

The face values less any estimated credit adjustments for financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values. The fair values of financial liabilities for disclosure purposes are estimated by discounting the future contractual cash flows at the current market interest rate available to the Group for similar financial instruments.



## 27 CONTINGENT LIABILITIES

At 29 February 2008, the Group had contingent liabilities in respect of suretyships on account of bank overdrafts. No material losses are anticipated from this arrangement. The Group has ceded certain book debts in favour of the financial institutions from whom the overdraft facilities have been obtained.

Various legal actions have been instituted against the Company and certain of its subsidiaries. Provisions have been raised in respect of claims received on the basis of estimated probable liability to the Group, as advised by legal counsel.

## 28 EMPLOYEE BENEFITS

### MEMBERSHIP

Membership of the Group's retirement benefit funds at the year-end was as follows:

		2008	2007
Fidelity Services Retirement Fund	(Defined contribution)	104	104
Security Industry Provident Fund	(Defined contribution)	20 726	18 276

### FIDELITY SERVICES RETIREMENT FUND

This fund was created in 1997 and reviewed actuarially in August 2001 to ascertain (inter alia) the extent to which the surpluses arising from the asset investment yields could be allocated to the fund members, such that the total value of equitable shares of active members approximately matched the fund assets. The fund is managed independently of the finances of the Group, and the Group has no further obligation beyond remission of the contracted level of monthly members' contributions. The trustees of the fund comprise senior management and staff of Fidelity Cash Management Services (Pty) Limited and Fidelity Supercare Cleaning Services (Pty) Limited.

The Fidelity Services Retirement Fund will be transferred to an umbrella fund in the next financial year.

The market value of the fund's assets at the year-end was:

	COMPANY	
	2008	2007
	R'000	R'000
Asset value	129 115	122 223

### SECURITY INDUSTRY PROVIDENT FUND

This is an industry-wide provident fund that is independently managed by Negotiate Benefit Consultants (Pty) Limited. The Group has no further obligation beyond remission of the contracted level of monthly members' contributions.

### REGISTRATION

Both defined contribution funds are registered with the appropriate authorities and governed by the Pension Funds Act of 1956. There are no unfunded benefits relating to any of these funds.

The cost to the Group of its contributions to the provident funds during the year was R 25.5 million (2007: R18.4 million).



# 29 FINANCIAL INTEREST IN SUBSIDIARIES

Following the restructuring of the Fidelity Services Group, the Company acquired the business of various entities in the Guarding and Security Services division with effect from 1 March 2005. This transaction involved entities under common control and, accordingly, the guidance provided by FAS 141 was adopted in recording the transaction. The difference between the consideration given and the aggregate book value of the assets and liabilities acquired was treated as goodwill on business combination and written off against equity.

The following information relates to the Company's interest in subsidiaries that are incorporated in South Africa, unless otherwise disclosed:

ENTITY NAME	Shareholding		Net book value acquired R'000	Purchase consideration R'000	Investment in subsidiaries R'000	Nature of business
	No	%				
Fidelity Security Services (Pty) Ltd (1997/013274/07)	100	100	26 763	232 846	–	Security and related services
Secureco (Pty) Ltd (1999/005688/07)	100	100	(11 439)	29 725	–	Security
Umsuka Wemali Finance (Pty) Ltd (1995/003068/07)	100	100	13 389	13 649	15 049	Micro-lending
Fidelity Services Group Swaziland (Pty) Ltd (431 of 1998)♦	100	100	321	1 289	1 034	Security
Security Payroll Eastern Cape (Pty) Ltd (1995/000060/07)	49	49	271	296	34	Security
Security Payroll Mpumalanga (Pty) Ltd (1993/006247/07)	49	49	109	120	89	Security
Wesguard Security Services (Pty) Ltd (2001/002479/07)	100	100	1 527	3 564	1 177	Security
Secureco KZN (Pty) Ltd (2003/000687/07)	48	48	(132)	(16)	–	Security
Unity Pride Security Services (Pty) Ltd (2002/030253/07)	49	49	2 576	3 379	1 000	Security
Fidelity Corporate Services (Pty) Ltd (1949/033763/07)	1,005	100	–	2	2	Management services
Mossguard Protection Services (Pty) Ltd (1995/002021/07)	430	43	594	1 633	1 600	Dormant
Security Payroll-Kwazulu Natal (Pty) Ltd (1990/002253/07)	49	49	356	571	–	Dormant
Fidelity Nokhul Security Services (Pty) Ltd (2002/031017/07)	100	100	–	–	–	Dormant
Fidelity Bhambatha Security Services (Pty) Ltd (2002/029260/07)	100	100	–	–	–	Dormant
Uthungulu Fidelity Services (Pty) Ltd (2002/030689/07)	49	49	–	–	–	Dormant
Fidelity Specialised Services (Pty) Ltd (2003/000670/07)	100	100	–	–	–	Dormant
			<b>34 335</b>	<b>287 058</b>	<b>19 985</b>	
Intangibles (trademark and excess of purchase consideration over predecessor values)■			252 723	–	–	
<b>Sub-total</b>			<b>287 058</b>	<b>287 058</b>	<b>19 985</b>	

♦ Companies registered in foreign countries

■ Arising from business combination in 2006



## 29 FINANCIAL INTEREST IN SUBSIDIARIES (CONTINUED)

ENTITY NAME	Shareholding No	Shareholding %	Net book value acquired R'000	Purchase consideration R'000	Investment in subsidiaries R'000	Nature of business
<b>At 1 March 2006</b>			<b>287 058</b>	<b>287 058</b>	<b>19 985</b>	
<b>ACQUISITIONS DURING THE YEAR</b>						
CSG Guarding (Pty) Ltd (1964/008829/07)	1000	100	–	–	9 802	Security
Dotsquare Publishing (Pty) Ltd (2004/022237/07)	100	51	–	–	400	Publishing
<b>At 28 February 2007</b>			<b>287 058</b>	<b>287 058</b>	<b>30 187</b>	
<b>ACQUISITIONS/(DISPOSALS) DURING THE YEAR</b>						
Fidelity Security Investments (Pty) Ltd (2006/030029/07)	100	100	–	–	–	Investment
Fidelity One Security (Pty) Ltd (2004/032962/07)	100	100	–	–	–	Dormant
Fidelity Two Security (Pty) Ltd (2004/032931/07)	100	100	–	–	–	Dormant
Fidelity Three Security (Pty) Ltd (2004/033223/07)	100	100	–	–	–	Dormant
Security Payroll – Limpopo (Pty) Ltd (1991/003773/07)	200	100	–	–	291	Dormant
Allianz Services Group (Pty)Ltd (2000/025082/07)	100	100	–	–	4	Dormant
Khulani Fidelity Services Group (Pty) Ltd (1989/002384/07)	100	100	–	–	319	Security
Siyasitana (Pty) Ltd (976 of 2007) ♦	2	100	–	–	–	Micro-lending
Dotsquare Publishing (Pty) Ltd (2004/022237/07)	100	51	–	–	(400)	Publishing
<b>At 29 February 2008</b>			<b>287 058</b>	<b>287 058</b>	<b>30 401</b>	

♦ Companies registered in foreign countries

The assets and liabilities of the subsidiaries acquired during 2006 comprised the following:

	<b>2006 R'000</b>
Property, plant and equipment	39 604
Inventories	312
Trade and other receivables	72 901
Cash and bank balances	5 555
Deferred tax	23 250
Trade and other payables	(66 159)
Bankfin instalment sale liabilities	(9 639)
Vendor deferred loan	(2 000)
Bank overdraft	(70)
Current tax	(776)
Retirement benefit obligations	(1 281)
Long-term loans	(27 362)
Net assets acquired	<b>34 335</b>
Trademark on acquisition written off	91 276
Excess of purchase consideration over predecessor values	161 447
Purchase consideration	<b>287 058</b>

The Company has subordinated its loans in favour of other creditors until such time as its assets, fairly valued, exceed its liabilities. The Company exercises management control over minority-owned subsidiaries through operating and executive decision-making, in accordance with the terms of the Shareholders Agreement.



**30 ASSET WRITTEN OFF ON  
BUSINESS COMBINATION**

	2008 R'000	2007 R'000
Balance at beginning of year	226 051	226 051
Vendor deferred loan write off (see below)	(2 000)	—
Balance at end of year	<b>224 051</b>	<b>226 051</b>

The deferred loan related to a provision made by the Group in respect of potential tax liabilities following the Group's restructuring in 2006. The amount has been reversed against the goodwill written off in prior years as no additional tax liabilities were incurred.

Net assets written off can be analysed as follows:

	2008 R'000	2007 R'000
Excess of purchase consideration over predecessor values	161 447	161 447
Trademark on acquisition written off	91 276	91 276
Provision for loss in subsidiaries	(26 672)	(26 672)
Vendor deferred loan	(2 000)	—
	<b>224 051</b>	<b>226 051</b>

The provision for loss relates to a loan provision taken over by the Group upon acquisition of Secureco (Pty) Limited, which had initially been granted a loan by its previous holding company. The Group reversed this provision against goodwill in the expectation that Secureco (Pty) Limited will repay the loan in full following the subsidiary's return to profitability.

**31 ACQUISITION OF  
SUBSIDIARIES****A) YEAR ENDED 29 FEBRUARY 2008**

On 1 March 2007, the Group acquired 100% shareholding of the following companies previously owned by a related entity:

- i) Khulani Fidelity Services Group (Pty) Limited for R319,329;
- ii) Security Payroll Limpopo (Pty) Limited t/a Umsimbithi Fidelity Services for R290,872;
- iii) Allianz Services Group (Pty) Limited for R3,549.

**Assets and liabilities**

The fair values of the assets and liabilities assumed were as follows:

	Khulani R'000	Umsimbithi R'000	Allianz R'000
Property, plant and equipment	21	—	—
Trade and other receivables	1 824	200	—
Current tax assets	321	91	4
Cash and cash equivalents	3	—	—
Trade and other payables	(1 277)	—	—
Provisions	(573)	—	—
Net assets acquired	<b>319</b>	<b>291</b>	<b>4</b>
Purchase consideration	<b>319</b>	<b>291</b>	<b>4</b>



### 31 ACQUISITION OF SUBSIDIARIES (CONTINUED)

#### Cash flows

The cash flows arising from the acquisition of the subsidiaries were as follows:

	<b>Khulani R'000</b>	<b>Umsimbithi R'000</b>	<b>Allianz R'000</b>
Cash and cash equivalents in subsidiaries	3	–	–
Purchase consideration in cash	(319)	(291)	(4)
<b>Net cash outflow</b>	<b>(316)</b>	<b>(291)</b>	<b>(4)</b>

#### B) YEAR ENDED 28 FEBRUARY 2007

During the prior year, the Group acquired the following companies:

- (i) CSG Guarding (Pty) Limited (formerly Chubb Guarding SA) on 1 June 2006 for R 9,802,092; and
- (ii) Smokey Mountain Trading 221 (Pty) Limited trading as Dotsquare Publishing on 1 September 2006 for R 400,000.

#### Assets and liabilities

The fair values of the assets and liabilities assumed were as follows:

	<b>CSG Guarding R'000</b>	<b>Dotsquare Publishing R'000</b>	<b>Total R'000</b>
Property, plant and equipment	663	177	840
Deferred tax	41 569	–	41 569
Inventory	–	80	80
Trade and other receivables	8 940	301	9 241
Cash and cash equivalents	2 712	(95)	2 617
Trade and other payables	(11 126)	(400)	(11 526)
Loans	(3 724)	(174)	(3 898)
<b>Total net assets/(liabilities)</b>	<b>39 034</b>	<b>(111)</b>	<b>38 923</b>
Minority holding net liabilities	–	(54)	(54)
<b>Net assets/(liabilities) acquired</b>	<b>39 034</b>	<b>(57)</b>	<b>38 977</b>
(Gain)/loss on acquisition	(29 232)	457	(28 775)
<b>Purchase consideration</b>	<b>9 802</b>	<b>400</b>	<b>10 202</b>

The net gain of R29 million represented the excess net fair value of the identifiable assets and liabilities acquired over the purchase consideration paid by the Group for the subsidiaries. The gain was recognised in profit for the year in accordance with the International Financial Reporting Standards.

#### Cash flows

The cash flows arising from the acquisition of the subsidiaries were as follows:

	<b>CSG Guarding R'000</b>	<b>Dotsquare Publishing R'000</b>	<b>Total R'000</b>
Cash and cash equivalents in subsidiaries	2 712	(95)	2 617
Cash purchase consideration	(9 802)	(400)	(10 202)
<b>Net cash outflow</b>	<b>(7 090)</b>	<b>(495)</b>	<b>(7 585)</b>

#### Minority interests

The share of the pre-acquisition accumulated deficit attributable to the minority shareholders of Dotsquare Publishing at the acquisition date amounted to R54 330.



## 32 CHANGES IN COMPARATIVES

With effect from 1 March 2007, the Group accounted for its investment in an associate using the equity method of accounting in accordance with IAS 28, Investments in Associates. As a result, some comparative numbers have been restated as follows:

- a) The Group's share of the associate's net assets is included in investments in the balance sheet.
- b) The Group's share of the associate's profits is separately disclosed in the income statement.
- c) The Group's share of dividends received from the associate reduces the carrying amount of the investment in the associate and is no longer separately disclosed in the income statement.

These changes have the following impact on the income statement and the balance sheet for disclosure purposes:

	2007 R'000
<b>INVESTMENTS (2008: NOTE 2)</b>	
Per the 2007 annual financial statements	—
Add: Share of associate's net assets	15
Restated per the balance sheet	<u>15</u>
<b>SHARE OF PROFIT OF ASSOCIATE (2008: NOTE 2)</b>	
Per the 2007 annual financial statements	—
Add: Share of associate's profit	555
Restated per the income statement	<u>555</u>
<b>DIVIDENDS RECEIVED (2008: NOTE 2)</b>	
Per the 2007 annual financial statements	553
Less: Dividends from associate (included in carrying amount of investment)	(553)
Restated per the income statement	<u>—</u>
<b>PROFIT BEFORE TAX</b>	
Per the 2007 annual financial statements	74 250
Add: Understated share of associate's profit	2
Restated per the income statement	<u>74 252</u>